



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Programme Committee

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

**On:** Monday, 11 December 2017

**Time:** 4.30 pm

**Chair:** Councillor Mary Jones

#### Membership:

Councillors: S E Crouch, J P Curtice, M Durke, C R Evans, E W Fitzgerald, L S Gibbard, D W Helliwell, T J Hennegan, C A Holley, B Hopkins, P Jones, E J King, I E Mann, M Sykes, G J Tanner and W G Thomas

Co-opted Members: D Anderson-Thomas, P M Black, P R Hood-Williams and J W Jones

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### Agenda

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- 1 **Apologies for Absence.**
- 2 **Disclosures of Personal & Prejudicial Interest.**  
[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)
- 3 **Prohibition of Whipped Votes and Declaration of Party Whips.**
- 4 **Minutes.** 1 - 9  
To approve and sign the Minutes of the previous meeting(s) as a correct record.
- 5 **Public Question Time.**  
Questions must relate to matters on the open part of the Agenda of the meeting and will be dealt within a 10 minute period
- 6 **Cabinet Member Question Session: Cabinet Member for Stronger Communities (Councillor Will Evans)** 10 - 24
- 7 **Sustainable Swansea Programme - Commissioning Reviews: Service Areas - Post Implementation Updates** 25 - 40
- 8 **Scrutiny Performance Panel Progress Reports:** 41 - 45
  - a) Service Improvement & Finance (Councillor Chris Holley, Convener).

- 9 Membership of Scrutiny Panels and Working Groups. 46 - 47**
- 10 Scrutiny Work Programme 2017/18. 48 - 74**  
Discussion on:  
a) Committee Work Plan.  
b) Opportunities for Pre-Decision Scrutiny.  
c) Progress with Scrutiny Panels and Working Groups
- 11 Scrutiny Letters. 75 - 114**
- 12 Audit Committee Work Plan (For Information). 115 - 116**
- 13 Date and Time of Upcoming Panel / Working Group Meetings.**  
a) 11 December at 11.00am - Development & Regeneration Performance Panel (Committee Room 3A, Guildhall)  
b) 12 December at 9.00am - Service Improvement & Finance Performance Panel (Committee Room 5, Guildhall)  
c) 12 December at 4.00pm – Schools Performance Panel (Committee Room 3A)  
d) 13 December at 10.00am – Public Services Board Performance Panel (Committee Room 5)  
e) 18 December at 4.00pm - Child & Family Services Performance Panel (Committee Room 5, Guildhall)  
f) 19 December at 3.30pm – Adult Services Performance Panel (Committee Room 5, Guildhall)

**Next Meeting:** Monday, 8 January 2018 at 4.30 pm

*Huw Evans*

**Huw Evans  
Head of Democratic Services  
Monday, 4 December 2017**

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**Contact: Democratic Services - Tel (01792) 636923**



City and County of Swansea

## Minutes of the **Special Scrutiny Programme Committee**

Committee Room 3A, Guildhall, Swansea

Tuesday, 17 October 2017 at 2.00 pm

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

**Councillor(s)**

S E Crouch  
L S Gibbard  
C A Holley  
G J Tanner

**Councillor(s)**

C R Evans  
D W Helliwell  
P Jones  
W G Thomas

**Councillor(s)**

E W Fitzgerald  
T J Hennegan  
I E Mann

**Co-opted Member(s)**

P R Hood-Williams

**Co-opted Member(s)**

J W Jones

**Co-opted Member(s)**

**Also Present**

Councillor Rob Stewart

Leader / Cabinet Member for Economy & Strategy

Councillor Robert Francis-Davies

Cabinet Member for Culture, Tourism & Major Projects

**Officer(s)**

Gail Evans  
Kate Jones  
Brij Madahar  
Debbie Smith

Principal Regeneration Manager

Democratic Services Officer

Scrutiny Team Leader

Interim Deputy Head of Legal, Democratic Services and Business Intelligence.

**Apologies for Absence**

Councillor(s): B Hopkins and E J King

Co-opted Member(s): D Anderson-Thomas and P M Black

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**52 Disclosures of Personal & Prejudicial Interest.**

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

**53 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.

**54 Public Question Time.**

There were no public questions.

**55 Pre-decision Scrutiny: Castle Square Regeneration.**

The Leader, Cabinet Member for Culture, Tourism & Major Projects, and Gail Evans, Principal Regeneration Manager, were present for the committee's consideration of the cabinet report on 'Castle Square Regeneration'.

The Principal Regeneration Manager summarised the key points of the report. She highlighted the location options for the new development as well as the delivery options available. The merits of the various options were set out in the report and the recommended preferred option of each were noted. The report recommended that a full Development, Public Realm and Marketing Brief be prepared based on the preferred options.

The Leader noted the importance of the development working alongside other developments proposed for the City, such as the St. David's development, to deliver a modern City Centre.

The Cabinet Member for Culture, Tourism & Major Projects highlighted the need for commercial offerings as part of the development. Resources are scarce and the commercial offerings will generate income for maintenance of the new development.

The Committee asked questions of the Leader, Cabinet Member and Principal Regeneration Manager which focused on the following: -

- Whether there would be sufficient money to maintain the development and ring-fencing the income generated from the commercial offering for maintenance of the Square
- Whether the growth of student accommodation in the City Centre would effect the planned use of the area
- The financial risk of the cost of the development - having a funding gap and / or not generating appropriate interest in the site to generate sufficient income
- The mitigation of tree loss and planting of wild flowers highlighted in the report was welcomed
- The most appropriate commercial offering - whether smaller café's offering more relaxed venues would be more appropriate than a restaurant
- Concerns over loss of public space and compatibility of the current use of the square for protests, marches, markets etc. with commercial offerings
- Ability to attract appropriate commercial offerings to the location
- Separation of pedestrians and traffic
- Formal play space for the City Centre
- Incidents of anti-social behaviour at Castle Square
- Concern of the new development becoming an extension of Wind Street
- Location of the big screen at Castle Square

The Committee considered the proposed recommendations in the report and raised any issues and concerns that should be brought to the attention of Cabinet ahead of its decision on 19 October 2017.

Whilst the Committee largely agreed that the area was in need of regeneration, the Committee highlighted a number of issues which Cabinet should consider:-

- Financial risk
- Whether this was the appropriate time for the development
- Clarification on scope of maintenance
- Retention of public space
- Separation of pedestrians and traffic

**Resolved** that the Chair of the Scrutiny Programme Committee writes to the Cabinet Member on the views of the Committee, for Cabinet's consideration.

The meeting ended at 3.10 pm

**Chair**



City and County of Swansea

## Minutes of the **Scrutiny Programme Committee**

Committee Room 3A, Guildhall, Swansea

Monday, 13 November 2017 at 4.30 pm

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

**Councillor(s)**

C R Evans  
D W Helliwell  
B Hopkins  
G J Tanner

**Councillor(s)**

E W Fitzgerald  
T J Hennegan  
P Jones  
W G Thomas

**Councillor(s)**

L S Gibbard  
C A Holley  
M Sykes

**Co-opted Member(s)**

P M Black

**Co-opted Member(s)**

P R Hood-Williams

**Co-opted Member(s)**

J W Jones

**Also Present**

Councillor Mark Child  
Councillor Andrea Lewis  
Councillor Clive Lloyd

Cabinet Member for Health & Wellbeing  
Cabinet Member for Housing, Energy & Building Services  
Deputy Leader / Cabinet Member for Service  
Transformation & Business Operations

**Officer(s)**

Geoff Bacon  
David Howes  
Kate Jones  
Brij Madahar  
Martin Nicholls  
Ben Smith

Interim Head of Property Services  
Chief Social Services Officer  
Democratic Services Officer  
Scrutiny Team Leader  
Director of Place  
Head of Financial Services & Service Centre and Section  
151 Officer  
Deputy Head of Legal, Democratic Services and  
Business Intelligence.

Debbie Smith

**Apologies for Absence**

Councillor(s): S E Crouch, J P Curtice, E J King and I E Mann

Co-opted Member(s): D Anderson-Thomas

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### 56 Disclosures of Personal & Prejudicial Interest.

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

Councillor P M Black – personal - Minute No. 63 – Season ticket holder for Swansea City Football Club.

Councillor M C Child - personal - Minute No. 60 – Family member receives social care from Swansea Council.

Councillor C A Holley – personal – Minute No. 63 – Season ticket holder for Swansea City Football Club.

Councillor W G Thomas – personal – Minute No. 63 – Season ticket holder for Swansea City Football Club.

**57 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.

**58 Minutes.**

**Resolved** that the Minutes of the Scrutiny Programme Committee held on 9 October 2017 be approved and signed as a correct record.

**59 Public Question Time.**

There were no public questions.

**60 Cabinet Member Question Session: Cabinet Member for Health & Wellbeing (Councillor Mark Child).**

Councillor Mark Child, Cabinet Member for Health & Wellbeing, provided a verbal address further to the written report circulated.

Questions and discussions with the Cabinet Member and Chief Social Services Officer focussed on the following: -

- Integration of Health and Social Care – more integration was needed but some areas such as Domiciliary Care were working well. Further information from Welsh Government was awaited outlining how Health and Social Care could work together.
- Domiciliary Care – there were difficulties with recruitment as well as greater growth in demand than expected. As a result there were some delays in patients being discharged from hospital. Further work was to be carried out to review domiciliary care requirements.
- Recruitment in domiciliary care jobs – need for improvement on status of domiciliary care jobs. Social Care Wales were carrying out a piece of work in this area to achieve better recognition and set qualifications.
- Standards and process to escalate cases where patients are not discharged in a timely manner.
- Effect of recent legislation (Social Services and Well-being (Wales) Act 2014 and Well-being of Future Generation (Wales) Act 2015) on Social Services.
- Role and funding of Local Area Co-ordinators – evidence suggested that Local Area Co-ordinators were working well with external agencies also funding some posts.

- Tackling loneliness in younger people.
- Winter Preparation Plans.
- Overspend in Adult and Child Services – there were plans to try and reduce the overspend but this had to be balanced with the quality and need for the service provided so as not to put users at risk. A detailed recovery plan would be requested by the Adult Services Performance Panel.

Two further questions surrounding Flying Start and Mental Health Services had been planned, but would be put in writing for the Cabinet Member.

**Resolved** that: -

- 1) the contents of the report be noted;
- 2) the agreed set of standards with ABMU around discharge from hospital/care plans, and case escalation process be circulated to the Committee;
- 3) a list of Local Area Co-ordinators be provided to the Committee; and
- 4) the Chair of the Scrutiny Programme writes to the Cabinet Member, reflecting the discussion and sharing the views of the Committee as well as outlining the 2 additional questions for response.

**61 Pre-decision Scrutiny: Role of the Committee**

**Resolved** that the report and role of the Committee be noted

**62 Pre-decision Scrutiny: More Homes Pilot Scheme Milford Way and Parc Y Helyg Sites. (Report of the Cabinet Member for Housing, Energy & Building Services)**

The Cabinet Member for Housing, Energy & Building Services and the Director of Place were present for the Committee's consideration of the Cabinet Report on 'More Homes Pilot Scheme Milford Way and Parc y Helyg Sites'.

The Cabinet Member highlighted that the Pilot Scheme was a first step and it was only right to carry out lessons learnt from the scheme. These would then be considered when deciding which options should be progressed at Parc y Helyg. It was noted that the recommendation was that a further report be produced to discuss the options for Parc y Helyg so that they can be considered in full.

The Committee asked questions of the Cabinet Member and Director of Place which focussed on the following: -

- Timing of report.
- Whether full consideration was given to drainage costs prior to approving development on site, as there were known problems with Welsh Water on developments draining into the Burry Inlet, and this resulted in significant costs.
- Further investigations to be carried out on future sites as part of lessons learnt.
- Costs of Pilot Scheme - appears to be high compared to private developers given that there was no cost to obtain the Land.



- Appropriateness of costs comparison with private developers.
- Use of Council Workers for the Pilot Scheme and areas which had to be outsourced.
- Trade skills gap which the Council is looking to bridge.
- Possibility of sourcing more products locally for future schemes.
- Difference between Swansea Standard and Passiv Haus.
- Decision to install radiators in the Pilot Scheme.

Overall the committee had no issues with the recommendation in the cabinet report but in terms of future work called for: more clarity about external works/costs at the outset; greater use of local suppliers; and clarity about the financial savings derived from energy efficient homes. The committee also indicated it wished to undertake pre-decision scrutiny on the future cabinet report concerning the Parc y Helyg site.

The Cabinet Member, Officers and Workers on the site were congratulated on the Passiv Haus Development.

**Resolved** that the Chair of the Scrutiny Programme Committee writes to the Cabinet Member outlining the views of the Committee, for Cabinet's consideration.

**63 Pre-decision Scrutiny: Liberty Stadium. (Joint Report of the Leader and Cabinet Member for Service Transformation and Business Operation).**

The Deputy Leader, Director of Place, Interim Head of Property Services and the Head of Financial Services & Service Centre and Section 151 Officer were present for the Committee's consideration of the Cabinet Report on 'Liberty Stadium'.

The Deputy Leader summarised the key points of the report highlighting the background to the Liberty Stadium as well as the proposed new agreement. The report summarised the heads of terms proposed, the three main aspects were rent, naming rights and 3G pitches.

The Committee asked questions of the Deputy Leader and Officers which focussed on the following: -

- The previous agreement was made under different circumstances.
- In the event of relegation, some of the proposed benefits will not be realised.
- Sinking Fund to ensure maintenance and repair – continuation of annual independent inspection.
- Consideration of rules regarding State Aid.
- The benefits to Swansea City Football Club as part of the new agreement.

Overall the Committee welcomed the proposed agreement with the Football Club.

**Resolved** that the Chair of the Scrutiny Programme Committee writes to the Cabinet Member outlining the views of the Committee, for Cabinet's consideration.

**64 Membership of Scrutiny Panels and Working Groups.**

The Chair presented a report on scrutiny panel / working group membership.

Councillor Jeff Jones, convenor of the former Tethered Horses Working Group, requested authority to revisit this issue. He understood that there were issues arising from discussions that have subsequently taken place between Cabinet Member(s) and relevant organisations, following the original scrutiny. A further meeting would be helpful to find out about the current situation.

**Resolved** that: -

- 1) Councillor Wendy Fitzgerald be added to the Development & Regeneration Performance Panel.
- 2) The membership of the Car Park Charges Working Group, and Roads & Footway Maintenance Working Group be agreed.
- 3) A further one-off Working Group meeting be set up to follow up on the issue of Tethered Horses, taking priority over the next identified Working Group.

**65 Scrutiny Work Programme 2017/18.**

The Chair updated the Committee on the Scrutiny Work Programme 2017/18. She highlighted the main item for the next committee meeting in December was a Q & A session with Councillor Will Evans, Cabinet Member for Stronger Communities.

**Resolved** that the Scrutiny Work Programme be noted.

**66 Scrutiny Letters.**

The Chair presented a report on Scrutiny Letters.

**Resolved** that the contents of the report be noted.

**67 Audit Committee Work Plan (For Information).**

The Chair reported the Audit Committee Workplan for information.

The Chair reported that she had attended Audit Committee on 9 November 2017 to present the Scrutiny Annual Report and discuss the scrutiny work programme. She also highlighted that Alan Thomas was stepping down as Chair of the Audit Committee. The Committee wished to thank Alan Thomas for his work and contribution as Chair.

**Resolved** that: -

- 1) The workplan be noted; and
- 2) The Chair write to Alan Thomas to thank him for his work and contribution as Chair of the Audit Committee.

**68 Date and Time of Upcoming Panel / Working Group Meetings.**

The dates and times of upcoming Panel / Working Group meetings were noted.

The meeting ended at 6.10 pm

**Chair**

# Agenda Item 6



## Report of the Chair

### Scrutiny Programme Committee – 11 December 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 Cabinet Members' 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 Will Evans, Cabinet Member for Stronger Communities</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:</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer:</b>	Tracey Meredith, Head of Legal, Democratic Services and Business Intelligence
<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>
<b>Legal Officer:</b>	Stephanie Williams
<b>Finance Officer:</b>	Paul Cridland

### 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:

Cllr Rob Stewart	- Economy & Strategy (Leader)
Cllr Clive Lloyd	- Service Transformation & Business Operations (Deputy Leader)
Cllr Jennifer Raynor	- Children, Education & Lifelong Learning
Cllr David Hopkins	- Commercial Opportunities & Innovation

Cllr Robert Francis-Davies	- Culture, Tourism & Major Projects
Cllr Mark Thomas	- Environment Services
Cllr June Burtonshaw /	- Future Generations
Cllr Mary Sherwood	
Cllr Mark Child	- Health & Wellbeing
Cllr Andrea Lewis	- Housing, Energy & Building Services
Cllr Will Evans	- Stronger Communities

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 main feature of Committee meetings. At least one cabinet member is scheduled to appear at each monthly Committee meeting, ensuring all 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 Will Evans, Cabinet Member for Stronger Communities

Within this cabinet portfolio, he is responsible for:

- Poverty Reduction Strategy Lead
- Communities First/Families First
- Welfare Rights
- 3rd Sector
- Social Inclusion
- Localised Services
- Welfare Reform
- Financial Information
- Food Access/Growing
- Community Cohesion
- Community Development
- Neighbourhood Working
- Community Safety/Safer Swansea Partnership
- Domestic Abuse
- Drugs/Alcohol
- Poverty Reduction
- Lead elements of Sustainable Swansea

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 will also be 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 their 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 Members of the Committee intend to ask the Cabinet Member about: the relationship with the Third Sector (voluntary sector) and its contribution to the work of the Council and, broadly, in which areas of policy, action and responsibility; and the Poverty Reduction Strategy.

3.4 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.

3.5 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 Amongst the issues discussed during the relevant Q & A session last year (September 2016) included:

- Poverty Strategy
- Communities First Programme
- Allotments
- Community Cohesion

Relevant correspondence between the committee and cabinet member is attached (See **Appendix 2**) as the Committee may wish to follow up on these issues and previous discussion, as necessary.

#### **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 have been 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

**Appendices:**

**Appendix 1:** Portfolio Headlines

**Appendix 2:** Previous Correspondence

## **Cabinet Member for Stronger Communities**

### **Background**

This report provides highlights of activity, details of performance management structures and key objectives for 2018/19 in terms of the key areas of the Cabinet Member's portfolio, which fit with the Tackling Poverty agenda. The report outlines five key areas of work: Tackling Poverty Strategy; Communities First Transition; our response to Welfare Reform/Universal Credit; Community Safety/Cohesion; and Food Poverty.

### **Tackling Poverty Strategy**

We used the following process to revise and publish the tackling poverty strategy:

- Integrated impact assessment;
- Tackling Poverty Strategy Scrutiny;
- The revised document and delivery plan have been produced in response to these processes;
- Extended consultation in Welsh, English and 'easy read' versions (completed October 2017);
- Cross cutting Council Strategy with key performance indicators for all Cabinet Members, Directors and Heads of Service has been developed, reflecting the fact that 'poverty is everyone's business';
- Documents are undergoing final revisions in response to consultation;
- Presented to Cabinet in January 2018, prior to formal publication.

### *Performance management*

The revised strategy includes a detailed performance framework. All Heads of Service will be required to report progress on this framework in accordance with agreed key performance indicators on a quarterly basis, which will be monitored by the Council's Poverty and Prevention Service.

### *Objectives for next year*

Implementation of the year's intended outcomes.

Revision of corporate key performance indicators in line with the revised tackling poverty strategy and monitored by the Corporate Performance Manager.

Training key staff to understand that 'poverty is everyone's business'.



## **Communities First / Transition**

- Announcement by the Communities Minister to phase out the Communities First programme in October 2016, to be replaced by a programme with emphasis upon empowerment, employment and early years;
- Proposed replacement with the 'Communities for Work Plus' programme from April 2018;
- Swansea will also receive Communities First Legacy Grant of £547,000 in 2018/19 and 2019/20 to continue with positive aspects of the Communities First programme and support the delivery of Communities for Work Plus;
- Swansea is one of four early adopters of the Communities for Work Plus programme, across Wales, and will commence delivery in January 2018;
- Communities for Work Plus will be delivered as part of the Swansea Working approach, alongside other employability provision delivered by the Council, simplifying and increasing access to employability provision in Swansea.

### *Performance management*

- Closure reports and external evaluation of Communities First will be carried out;
- Communities for Work Plus will have its own performance framework, required by and in compliance with, Welsh Government;
- We will work jointly across the People and Place directorates to provide combined 'Swansea Working' performance information to ensure that Corporate Managers, Cabinet Members and Local Members can understand the full impact of our employability provision.

### *Objectives for next year*

- To implement the Communities for Work Plus programme and integrate it as part of our Swansea Working approach.
- To achieve the first year outcome targets for Communities for Work Plus as part of Swansea Working

## **Welfare Reform and (particularly) Universal Credit**

- Universal Credit will be rolled out in Swansea from 13 December 2017;
- Swansea Council commissioned Policy and Practice to examine the combined effect of multiple welfare reforms at the household level in Swansea, to further understand the extent of its impact. This includes the roll out of Universal Credit.
- Officers are working across all Directorates to provide a triage response, directing people to personal budgeting and digital support, as well as support for skills to increase their employability and access work.

### *Performance management*

- Measurement of the delivery of Personal Budgeting and digital support

- Measurement of referrals to further support such as Housing, Benefits advice, Welfare Rights support, Lifelong Learning Services and Swansea Working;
- Measurement of the impact of benefit processing, maximisation and employability.

### *Objectives for next year*

- Minimising the impact of Universal Credit roll out
- Using Universal Credit interactions to engage citizens in further support services
- Developing targeted approaches across departments to further minimise impact through prevention work

### **Community Safety / Cohesion**

- Safer Swansea Community Safety Partnership Group reinvigorated;
- Draft Community Safety Strategy and key priorities developed ready for consultation and bringing together partnership work around the following priorities:
  - Violence Against Women, Domestic Abuse and Sexual Violence;
  - Substance Misuse;
  - Safe, Confident & Resilient Communities;
  - Evening & Night Time Economy;
  - Hate Crime & Community Tension.
- Welsh Government new Community Cohesion priorities embedded within Community Safety Strategy;
- New Home Office funded Community Coordinator (counter extremism) in place;
- Successful Home Office Dovetail Pilot for Channel Partnership (multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorism).

### *Performance management*

- Measurement of Police and Crime Statistics for Swansea;
- Measurement of our preventative response to PPN's (Police Protection Notices) in terms of Domestic Abuse;
- Measurement of Hate Crime Statistics (reports and incidents);
- Percentage of people (by area, by characteristic) who agree / disagree with combinations of the 3 cohesion statements in the National Survey:
  - That you feel you belong to your local area;
  - That this local area is a place where people from different backgrounds get on well together;
  - People in my local area treat each other with respect and consideration.
- Measurement of the number of cases support through the channel process.

### *Objectives for next year*

- Launch the Community Safety Partnership Strategy and Workplan and ensure synergy between partnership groups working towards the 5 objectives;
- Embed the VAWDASV (Violence Against Women, Domestic Abuse and Sexual Violence) Strategy and roll out the National Training Framework
- Greater partnership coordination of promotion and raising awareness on how to report Hate Crime – especially disability & LGBT (lesbian, gay, bisexual and transgender);
- Embed Home Office funded programmes.

### **Food Poverty**

- Partnership delivery of the pilot response to holiday hunger during the summer holidays in Blaenymaes, led by Pobl Group and organised through Swansea's Poverty Partnership Forum;
- Creation of the Food Enterprise (Community Interest Company);
- Transfer of staffing and responsibilities to the food enterprise;
- Transfer of the food and growing responsibilities to the Food Enterprise;

### *Performance management*

- Regular reports will be provided by the new Food Enterprise

### *Objectives for next year*

- Food enterprise showing good signs of sustainability and sustained growth
- Food and growing projects developing at a similar rate within Swansea



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

**To/  
Councillor Will Evans  
Cabinet Member for Anti-Poverty &  
Communities**

**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/2016-17/6  
*Your Ref  
Eich Cyf:*  
*Date  
Dyddiad:* 11 October 2016

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Anti-Poverty & Communities following the meeting of the Committee on 12 September 2016. It is about Poverty Strategy, Communities First, Allotments, Community Cohesion, Homelessness and Digital Inclusion.

Dear Councillor Evans,

**Cabinet Member Question Session – 12 September**

Thank you for attending the Scrutiny Programme Committee on 12 September 2016 and answering questions on your work as Cabinet Member for Anti-Poverty & Communities. 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. 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:

**Poverty Strategy**

We noted progress in the delivery of poverty strategies and targets. Amongst the things that concerned the committee was about the quality of existing measures to assess performance and outcomes, to enable an assessment of the impact of investment and current work / approaches. We were unclear about reporting mechanisms and statistics, and how this authority compared

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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with others. You told us about the performance framework, with a number of poverty indicators included in corporate quarterly performance reports, as well as regular reporting to the Welsh Government linked to funding.

We asked about various definitions of poverty and, notwithstanding that there are official indicators, you felt that the inability to meet basic needs was a key to describing poverty.

We also asked about the extent to which you engage with other Cabinet Members over their contribution to tackling poverty, such as economic growth, regeneration and job creation, and health.

You acknowledged and welcomed the contribution that scrutiny will make to help improve the Council's Tackling Poverty Strategy. The Scrutiny Inquiry Panel (convened by Councillor Sybil Crouch) will aim to finish its work by December. You stated that the scrutiny findings, along with other pieces of work, will represent a comprehensive review of the current strategy and ensure that future approaches are effective and reflect best practice. Your aim was for a revised strategy to be produced in early 2017.

We noted that you have asked the Cabinet Advisory Committee to look at a research report published by the Joseph Rowntree Foundation on addressing / solving poverty in the UK, to help inform improvements. You mentioned that an Integrated Impact Assessment had already been carried out and you were asked to comment on the key issues arising from the assessment and how it might impact the revised strategy.

There has also been some confusion whether a revised strategy has already been drafted. It was felt that if this is the case the Tackling Poverty Inquiry Panel would benefit from having sight of it as part of its evidence gathering to provide a sense of possible future direction. You stated that you had not seen any revised strategy but undertook to look into this.

Given that our Tackling Poverty Scrutiny Inquiry is in progress it would be helpful if you could liaise directly with the convener of the Panel, Councillor Sybil Crouch, on these points.

### **Communities First**

We talked about the impact of initiatives such as the LIFT project, and targets for the new Communities for Work Programme to help get people into work, which will be operating across the five Communities First 'cluster areas'.

We heard that the new Communities for Work Programme would focus on tackling poverty through sustainable employment and help to provide mentoring and support for employment in order to get people back into work to assist with economic growth and prosperity. The importance of education, economic prosperity and employment in tackling poverty was recognised but the committee expressed concern about reported job losses and difficulty in attracting jobs to the area.

We noted that the new Head of Poverty and Prevention is due to be in post in October.

### **Allotments**

We followed up on our previous discussion with you on allotments, and developments following operational review. You reported that the operational review was ongoing but the current focus was on officers working with Allotment Associations to support the transfer of management to enable future self-management. You stated that the only feasible way for any growth in the number of allotments in Swansea was if it was driven by communities and self-managed / financed.

### **Community Cohesion**

We talked about the importance of action to address issues surrounding community cohesion with the City and County of Swansea, particularly with reports of an increase in hate crimes across the UK in the aftermath of the EU referendum, and tension around issues such as immigration.

The committee felt that this was an issue on which you should be reporting to Council (or if not, scrutiny) to ensure there is good level of awareness about what is going on here (including reported incidents) and the efforts to develop community cohesion to provide some assurance. We noted that Swansea is recognised as a 'City of Sanctuary' and therefore it would be helpful for some regular reporting on community cohesion actions.

### **Homelessness**

We raised with you some concern that I had been made aware of by Councillor Ioan Richard in relation to families apparently living in tents in certain parts of Swansea. He has already raised this matter with the Welsh Government but wanted me to bring this up at the committee as a possible poverty / homelessness issue. I have already sent you some additional information which Cllr Richard shared with me for you to look into this further, and clarify the situation.

## Digital Inclusion

This is an issue of concern which has been identified by scrutiny and we anticipate a Scrutiny Working Group will look at this later in the council year. We asked about your views on the issue, given the considerable shift towards on-line council business and communication. There is obviously concern about the extent to which it may be excluding people with little or no access to IT, most likely those in poverty. Clearly this needs to be considered and alternative methods of contact need to remain available as much as possible.

## 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:

- liaise with the convener of the Tackling Poverty Scrutiny Inquiry Panel on the key issues arising from the Integrated Impact Assessment of the Poverty Strategy and how it might impact the revised strategy, and whether a revised strategy has been drafted;
- consider making a regular report on Community Cohesion to Council (or other appropriate body); and
- clarify the situation in relation to those families reported to be living in tents;

Please provide your response by 1 November. 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,

Mary Jones

**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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

Councillor Mary Jones  
Chair  
Scrutiny Programme Committee

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

Councillor Will Evans  
(01792) 637438

**BY EMAIL**

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Our Ref / Ein Cyf: WE/CM  
Your Ref / Eich  
Cyf:  
Date / Dyddiad: 31 October 2016

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

Dear Councillor Jones

**CABINET MEMBERS QUESTION SESSION – 12<sup>TH</sup> SEPTEMBER 2016**

Thank you for your letter dated 11<sup>th</sup> October 2016 and I respond as follows.

**Tackling Poverty Scrutiny Inquiry Panel**

I will liaise with the convener of the Tackling Poverty Scrutiny Inquiry Panel on the key issues arising from the Integrated Impact Assessment of the Poverty Strategy and how it might impact the revised strategy. A document was produced by officers earlier this year, but has not undergone any formal process of adoption. I therefore welcome the scrutiny approach and am keen to view the outcome of the inquiry, which will in turn be used to inform new strategy development.

**Community Cohesion**

You asked me to consider making regular reports about community cohesion. As officers collect information on a quarterly basis around all key issues, I will be happy to provide you with key figures and statistics via an annual briefing note to all ward councillors following the end of the financial year (subject to continued funding availability).

**COUNCILLOR/Y CYNGHORYDD**  
**WILLIAM EVANS**  
**CABINET MEMBER FOR ANTI POVERTY & COMMUNITIES /**  
**AELOD Y CABINET DROS WRTHDLODI A CHYMUNEDAU**

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**Homelessless**

In relation to Cllr Ioan Richard's query about families apparently living in tents, I can confirm this has been investigated thoroughly and Cllr Richard has received a detailed direct reply accordingly.

Our Housing Options Service has a strong partnership with local charities who offer Outreach Services to rough sleepers locally. Reducing rough sleeping is a key strategic priority in homelessness terms. Two particular geographical areas were highlighted by Cllr Richard where tents had been seen. These have both been visited. We are certain that this is a couple that services have been supporting for some time. At the time of the original query they had recently moved from one location noted by Cllr Richard to the other, these being from the Enterprise Zone site to the old Copperworks site on the East bank of the river respectively. The couple in question are very well known to Housing Options and the Rough Sleeping Intervention Team. A number of housing solutions have been tried over the last few years but have unfortunately failed.

I am assured that we will continue to work with the couple to try and find a solution to their difficult situation. Importantly it should be noted we are not aware of any families with children living in tents in Swansea currently.

Levels of rough sleeping are monitored closely and Outreach Services are offered to anyone noted as needing assistance. Every Local Authority in Wales is required to carry out a rough sleeper count annually. The count is undertaken in November.

We would encourage members of the public to refer anyone seen rough sleeping to Streetlink Wales or to contact Housing Options. Information from the public is very important as this enables the Council to take a coordinated approach and ensures that every rough sleeper is given appropriate advice and assistance. All referrals will be visited the next working day.

**COUNCILLOR/Y CYNGHORYDD**  
**WILLIAM EVANS**  
**CABINET MEMBER FOR ANTI POVERTY & COMMUNITIES /**  
**AELOD Y CABINET DROS WRTHDLODI A CHYMUNEDAU**

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If Rough Sleeping within the City Centre then clients have access to toilet facilities at Zac's Place, Access Point and various church led drop in centres. Outreach teams do strongly encourage clients to dispose of their refuse and provide black bags for them to do this.

Rough sleeping can be a very complex issue and no one solution will be suitable for all. We do however have robust mechanisms in place to offer support, assistance and help for those who need it most.

Yours sincerely

**COUNCILLOR WILLIAM EVANS**  
**CABINET MEMBER FOR ANTI POVERTY & COMMUNITIES**

**COUNCILLOR/Y CYNGHORYDD**  
**WILLIAM EVANS**  
**CABINET MEMBER FOR ANTI POVERTY & COMMUNITIES /**  
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## Joint Report of the Directors – Place & Resources

Scrutiny Programme Committee – 11 December 2017

### **Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Reviews**

<b>Purpose:</b>	This report aims to provide an update on progress and assurance to scrutiny panel on the 1 <sup>st</sup> phase of commissioning reviews agreed by Cabinet in 2015 and 2016.
<b>Content:</b>	Provides a collective high-level update on progress of the last 12 months and over for the initial phase of Commissioning Reviews.
<b>Councillors are being asked to:</b>	Ensure they are assured of progress for Service Transformation activities agreed that are continuously being delivered within the authority.
<b>Lead Councillor:</b>	Cabinet Member for Service Transformation & Business Operations
<b>Lead Officer:</b>	Martin Nicholls – Director of Place and Commissioning Review Sponsor
<b>Report Author:</b>	Vicky Thomas – Sustainable Swansea Programme Manager Tel: 07581271272 E-mail: <a href="mailto:vicky.thomas@swansea.gov.uk">vicky.thomas@swansea.gov.uk</a>
<b>Legal Officer:</b>	Tracey Meredith
<b>Finance Officer:</b>	Ben Smith

#### **1. Introduction**

- 1.1 We are now completing the original 3 year programme of commissioning review with the final 2 areas entering completion in December 17.
- 1.2 A 3 year programme was agreed in 2015 as part of the '**Sustainable Swansea' Programme – fit of the future.**

- 1.3 The following objectives were part of the focus and embedded in the commissioning toolkit that has evolved over the last 18 months.
- *Outcomes and Transformation, it's not just about modifying services*
  - *That it addresses the fundamental question ... why do we do what we do?*
  - *That it needs to be strategic ... a whole system view, not just the Council*
  - *That it's evidence based ... if we are not getting results, we need to change*
  - *That it's a continuous process ... which ensures long term, continuous improvement*
  - *That it's a process for finding ways to deliver outcomes as efficiently as possible*
  - *Help identify demand and develop ideas of council services that will have to be stopped or reduced*
  - *Identifies and is an enabler to becoming more commercially focussed in how we do business, do we know our finances and increase income*
- 1.4 The commissioning reviews outlined in this paper are reviews that have been in implementation phase for 12 months and over, these are:
- Leisure and Culture Programme
  - Non-schools Building Cleaning
  - Outdoor Leisure and Residential Centres
  - Corporate Building and Property Services
  - Waste Management
  - Parks and Cleansing
  - Business Support
- 1.5 These areas have been managed and implemented by the services areas along business as usual which must be recognised and congratulated on the successful completion to the agreed 2 or 3 year plans.
- 1.6 Findings outlined that all areas are have delivered within their agreed Transformation activity that was outlined within their options appraisal reports and timelines, there have been some delays, but this was due local and National elections and various Senior Manager and staff changes outside of the reviews.
- 1.7 It's important to note that pre-decision scrutiny wasn't part of the original decision making route and was introduced for stage 4 – Options Appraisal reports in June 2016 for the Waste Management review and subsequent reviews after this date. This element was highlighted as a good practice within the WAO thematic review of Governance. It has also added value for services to gain the extra challenge steer from Members.
- 1.8 The Service Leads provide updates for the monthly commissioning dashboard updates and highlight report to the Sustainable Swansea Programme Manager to ensure ongoing monitoring on delivery for CMT.

## **2. Approach**

- 2.1 It was raised by members that there should be updates on the implementation of year 2 reviews at regular intervals e.g. 6 monthly. This paper reflects on the earlier reviews and will be followed up in early 2018 with a further report on the remaining reviews as outline in next steps later within the report.
- 2.3 WAO in their recent 'Thematic Review of Governance' in August 17, this provided recommendations and the importance of monitoring and measuring the original planned outcomes and their impact on service changes and service users.
- 2.4 An action plan as now been developed to ensure all recommendations are implemented going forward for transformation and service changes.
- 2.5 Analysis has been undertaken of current progress to plan to inform this paper through ongoing monthly monitoring and meetings with each of the service implementation delivery leads.

### 3. Savings achieved to date

Service Change	£ Achieved			
	15/16	16/17	17/18	18/19
Residential & Outdoor Centre Capital Receipt (Estates)	£150k	£1.2m	£13k	Cost Neutral Prep
Non Schools Building Cleaning	£218k	-	£70k	To be identified
Culture and Leisure 1. Free Access Facilities 2. Paid for Cultural Facilities 3. Cultural Strategy, Development and Outreach <i>(*17/18 &amp; 18/19 budget figures to be revised (Subject to Budget Week October 2017)</i>	-	£185k	*£380k	*£298K
	-	£635k	*£469k	*£751K
	-	£614K	*£662K	*£15k
Waste Management <i>(17/18 Savings joint with Parks – subject to Budget week October 17)</i>	-	£325K	£48K	To be agreed Nov 17
Corporate Building & Corporate Property	-	£600k	£400K	To be agreed Nov 17
Parks and Cleansing <i>(17/18 Savings joint with Waste – subject to Budget week October 17)</i>	-	£220K	£436K	To be agreed Nov 17
Business Support Programme - Model Implementation	-	£85K	£126K	£600K

18/19 budget savings might be identified for areas that haven't been achieved and will be delivered during the 18/19 financial year.

### 4. Progress to Date

4.1 A high-level summary of the service changes, agreed plans, outcomes and achievements to date is included in appendix A.

### 5. Lessons Learnt

- Budget setting and the removal of the budget, prior the start or completion of any implementation needs to be built into the plans going forward. This is to ensure and fully understand when the financial savings will be achieved, as

this could have resulted in areas that were not part of agreed implementation being taken as transformation activity.

- Due to limited resources and competing priorities some areas have taken longer to implement during service changes v business as usual, but this has not impact on original 2/3 year plans.
- Going forward on the continuous transformation activity and the new cross cutting themes, it's important to monitoring the service changes and achieved outcomes, we also need to fully understand the impact of these changes, not only internally and externally on users, as outlined by the WAO. The Toolkit is currently undergoing a review to be updated to be amended to reflect this within the options appraisal template.
- Important that services changes are being delivered over a 2 or 3 year plan period this highlights quick wins and longer term changes, so these need to be aligned with budgets and other interdependencies.
- The phasing of transformation is important to manage the impact on service delivery, so areas felt that a phased or pilot approaches need to be explored to reduce risk to capacity and service provision affected this can include restructures and the integration of roles.
- Early stages of the cross cutting areas are proving the need for clear ownership and roles and responsibly are important, due to a number of services being involved.

## **6. Next Steps**

- The remaining reviews that are due to be completed by Dec 2017 are ALN (Additional Learning Needs), Family Support - Child Disability Team and Highways and Transportation.
- Review and update of the Commissioning Toolkit as principles and approach are still key to embed continuous improvement with Swansea Council.
- Cross cutting areas these include Services in the Community, Capital Strategy, are working towards options and a draft strategy to be developed in Dec 17.
- Next reviews to bring an update on progress in early and mid-2018 will include:-
  - ✓ Family Support (Family Support Continuum)
  - ✓ Regeneration and Planning
  - ✓ Catering
  - ✓ Public Protection
  - ✓ Adult Services Improvement Plan Implementation including the Social Care model - Domiciliary Care, Day Services and Residential Service

## **7. Legal Implications**

- 7.1 There are no legal implications.

## **8 Financial Implications**

- 8.1 There are no direct financial implications flowing from this report. Savings referred to in the report reflect estimates or assumptions broadly in line with those already taken into account by individual services as part of their budget and medium term financial planning. As such they are not additional to planned activity but have been mapped and assisted in delivery by the commissioning review process.

**Background Papers:** None

**Appendices:** Appendix A – Summary of Progress to date



## Appendix A – Progress to date – Commissioning Reviews – Implementation Phase

Service Change	RAG	Outcomes	Implementation agreed and completed to date	Extra or not achieved Service Changes	Next steps	Impact
<b>Residential &amp; Outdoor Centre</b>  <i>Damien James</i>  Cabinet Date: 15 <sup>th</sup> October 2015  3 Year Plan 2015 - 18	GREEN	<b>A sustainable service providing outdoor education and residential opportunities to schools and groups of vulnerable children, young people and families</b> from across the City and County of Swansea  Maximising the <b>commercial potential</b> of the resources to appropriately underpin the model and move towards full cost recovery	Recruitment of new Business Manager – <i>April 2016</i>  Exit and sale of Dan y Coed House – <i>July 2016</i>  Business Improvements e.g. Service restructures (<8 FTE's), Water Centre of Excellence, new programmes, online booking, financial system modernisation, bid to secure money for works to Borfa – <i>July 16 ongoing</i>  Marketing Plan and Branding, new webpages launch – <i>August 17</i>  Entering into year 3 – Feasibility looking into an alternative delivery model option for services going forward to enhance opportunities and income generation initiatives in-order to achieve a sustainable service – <i>Started September 17</i>	Ongoing continuous improvements are being made with the originally outlined 3 year business plan being implemented as outlined and phased.  Business Manager and services area have identified in order to expand further and explore income generation an alternative model has to be explored, European funding expression of interest bid prepared for funding to explore further  All 3 year plan achievements are on track and progressed	New model of delivery to achieve full cost recovery service, expand services, whilst maintaining commitment to agreed outcomes.	Positive result on the sale of Dan-y-coed  Online booking system minimised impact on the closure of Dan-y-coed ensuring schools booked in advance – space are limited now to 2 centres  Website officially launched with brand ambassador in October - <a href="http://www.goweractivitycentres.co.uk">www.goweractivitycentres.co.uk</a>  Web team now exploring Booking.com for GAC to tie in with Youth Hostel Association bookings to reduce admin time.
Service Change	RAG	Outcomes	Implementation agreed and completed to date	Extra or not achieved Service Changes	Next steps	Impact
<b>Non Schools Building Cleaning</b>  <i>Rebecca Jones</i>  Cabinet Date: 15 <sup>th</sup> October 2015  2 Year Plan	AMBER	<b>To provide Clean buildings for our employees and customers”</b> - Meet H&S Standards - Meeting the reasonable expectations of our Workforce and Customers - Maintain good Reputation	Output Specifications developed for all sites and agreed and signed off by each premises manager – April 2016  Site by site analysis was undertaken for over 80 properties and this was in-line with BICS guidelines, resulting in reduction in hrs and new aligned OPS – April 2016  New working practises have been implemented e.g. central recycling points in all offices, removal of waste bins, team working in large civic sites – Aug 2016	Due to Non schools Building cleaning and schools building cleaning remaining separate some savings and initiatives haven't been implemented, this will need to be progress for the next delayed phase of their original 2 year plan  <u>Not achieved</u> Amalgamation of schools and non-schools building services  Rebranding and Marketing of cleaning	Extend 2 year plan into 2018	Reduction in hrs was applied to 50+ cleaning staff  Team working and changes to working practises have increased productivity and team moral

2015 – 17 (move into 18)		<p>- Acceptable level of cleanliness in the Priority Areas</p> <p>- Achieve cost effective services</p> <p>Maximising the <b>commercial potential</b> of the resources to appropriately underpin the model and move towards full cost recovery and the possibility increase the generation of income (Branded service)</p>	<p>Performance Monitoring using OPS – monthly monitoring ongoing BAU practice</p> <p>Internal contracts have been secured with extra housing services (VOID properties) and Social Services</p>	<p>services</p> <p>Electronic timesheets</p> <p>Exploration of income generation opportunities</p>		
Service Change	RAG	Outcomes	Implementation agreed and completed to date	Extra or not achieved Service Changes	Next steps	Impact
<p><b>Culture and Leisure</b></p> <p>Jamie Rewbridge</p> <p>Cabinet Date: 19<sup>th</sup> November 2015</p> <p>3 Year Plan 2015 - 18</p>	<p><b>AMBER</b></p>	<p><b>Supporting</b> the City and County Economy</p> <p><b>Improving</b> Health of Residents</p> <p><b>Improve</b> the Well-Being of Residents</p> <p><b>Delivering</b> Education Opportunities</p> <p><b>Promoting</b> Social Cohesion</p> <p><b>Safeguarding</b> Vulnerable Residents</p> <p><b>Supporting</b> City Ambitions</p> <p><b>Delivering</b> National Priorities</p> <p><b>Supporting</b> Council Medium Term Financial Plan requirements</p>	<p><i>A lot of work has happened to date and tasks completed, during 2016/17 the service area has 100% completed</i></p> <p><b><u>Free Access Cultural facilities</u></b></p> <ul style="list-style-type: none"> <li>The closure of TIC (inc staff redundancies and redeployment) and transformation of the service through increased digital presence (investment in visitswanseabay.com) and the development of Visitor Information Points in the public and private sector. Digital opportunities for visitor information will form part of the city centre redevelopment plans.</li> <li><i>The transformation to the Archive Service has achieved reduction in opening hours to the Neath site (in consultation with NPTCBC), Staff reductions and a new management relationship involving the service in information management.</i></li> <li><i>Transformation remodelling of the Dylan Thomas Exhibition &amp; Literature programme service. . Refocussing the literature programme in line with the HLF Dylan Thomas programme resulted in staff efficiencies (no redundancies) including the introduction of a joint back office service with Swansea Museum.</i></li> <li><i>Reduction in staff costs with merge of key development staff into a central cultural development team including an amalgamation of budgets.</i></li> </ul> <p><i>A full staffing re-structure was undertaken at Swansea Museum resulting in a fit for purpose staffing structure and staff savings (no compulsory redundancies)</i></p>	<p><u>Extra</u></p> <p>Transfer of elements of the Car Parking Management agreed to be transferred to Parking Services.</p> <p>Short term licence with Swansea Foot-golf which has been a huge success as an interim measure and trial towards partnership working.</p> <p>Short term arrangement with catering contractor within the Grand Theatre , enabled by the staffing restructure Strategy for 3G pitches being implemented, to help meet demand and contribute toward creating sustainable business units within the Leisure Centre portfolio</p> <p><b><u>Free Access Cultural facilities</u></b></p> <p><i>Other progress to date includes</i></p> <ul style="list-style-type: none"> <li><i>A resilience review has been undertaken by Art Council Wales to establish a new business model for the Gallery. The review outcome awaited.</i></li> <li><i>Implement strategy for in-house transformation A report has been commissioned for members to make a decision on an implementation strategy for in-house</i></li> </ul>	<p>Procurement for alternative delivery model –</p> <p>Final Tender documentation to be agreed in Dec 17 for FSTG and CMT visibility to move forward.</p>	<p>Commissioning Review has enabled the Service leads and managers to consider each service element of Cultural Services in close detail, which promotes challenge, review.</p> <p>If the large elements of the service are to remain to be delivered in house at significantly less cost (50%), then under the current constraints placed upon the Council - Single Status, VAT implications, NNDR, then the <u>Outcomes will need to be reviewed as the current ones will not be achievable with a significantly reduced budget.</u></p> <p>Community Development Teams have been realigned and amalgamated (e.g.. Parks development and Community Buildings).</p> <p>Successfully encouraged empowerment of community clubs and enabled us to successfully manage new ways of working to achieve this. Community clubs have been on a journey 'with us' but now self-</p>

		<p><b><u>Paid Access to Cultural facilities</u></b></p> <ul style="list-style-type: none"> <li>Transformation of all services (staff restructure, remodelling or service provision, invest to save for Brangwyn Hall &amp; Grand theatre)</li> <li>Leisure Centres – Increased income/Transformation/ remodel of service/Staff savings/Restructure</li> <li>Reduced staffing and opening hours for ELBA</li> <li>Revision of St Helens, Elba &amp; Caravan park's business model including increase pricing and self-management</li> <li>Future options for Plantasia - Transformation/ remodelling of the service</li> </ul> <p>Cultural Strategy, Development and Outreach</p> <ul style="list-style-type: none"> <li>Recruitment of a new Strategic Manager for Arts, Culture and the Creative Economy; creation of an associated budget as a result of amalgamation of existing budgets. This links to the point above of “merging of key development staff into a central cultural development team” to focus on cross working and delivery of Corporate Priorities</li> <li>Re-focussing the Special Events team as an internal Business Unit</li> </ul>	<p>transformation, the decision is expected Nov 17</p> <ul style="list-style-type: none"> <li>The GVAG Resilience programme is putting the priority on their business development potential. the Museum store, YIM &amp; floating exhibits have undergone a significant review. The Museum are a partner in the Copperopolis scheme, and are preparing for its development through this work.</li> </ul> <p><b><u>Paid Access to Cultural facilities</u></b></p> <p>Other work in this area is well under way and between 50-75% complete –</p> <ul style="list-style-type: none"> <li>Leisure Centres/outdoor//Theatres/Brangwyn Leisure - Go out to tender and commission trust 75% complete Tender evaluation undertaken and decision whether to progress to final tender or select another option to be made</li> <li>Commission an existing trust or fully close Plantasia - 75% subject to investments and members decision based on affordability</li> <li>The merge, collaboration &amp; development of an alternative operating model for Brangwyn Hall &amp; Grand Theatre is subject to a report commissioned for Members decision Nov 17. This will compare the existing operation against the external proposals</li> </ul> <p><b><u>Cultural Strategy, Development and Outreach</u></b></p> <p>Other work in this area is well under way and between 50-75% complete –</p> <ul style="list-style-type: none"> <li>Commission an existing trust to run Council services &amp; develop innovation, income and commercial strategies</li> <li>Creation of development teams to assist SMT</li> <li>Reduction in Business Support functions</li> <li>Transform and cease pitch and other recreational leisure letting</li> </ul>		<p>manage at parks, sports pitches and more recently St Helens. FOOTGOLF is an excellent example of a benefit borne out of commissioning, as a new visitor destination for Swansea at no risk to the Council. An uplift in numbers using the site and has generated income for the Council, this has paved the way in approach to working in this way.</p> <p>Restructures have meant that an Outdoor Leisure manager has been replaced with a Destination Development Officer who's main focus is on identifying better ways of working, better management, uplift in visitor numbers, blue flag and other awards.</p> <p>The commissioning review has also encouraged better ways of working and enabled services to work towards better delivering services to which their resources are akin to e.g. Transfer of Car Parks from Culture to Parking Services. Conversations with Marina Management on issues relating to maritime based issues within the Marina and Knab Rock.</p> <p>Closer working and recharging for time and services between Archivist and Business Support functions.</p>
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				<p><i>functions has good progress on self-management however the Council will always have a function while they are still the land owner.</i></p> <ul style="list-style-type: none"> <li>• <i>Transformation of the Parks Letting Scheme (non-pitch lettings) resulted in staff savings as a result of transferring the process to the Events team and reviewing the charging system on a commercial basis.</i></li> <li>• <i>Commission of water safety is complete subject to consideration on charges review with RNL</i></li> <li>• <i>Cease delivery of Corporate &amp; Ceremonial events. , Events Team now commissioned by other services as and when required.</i></li> </ul>		
Service Change	RAG	Outcomes	Implementation agreed and completed to date	Extra or not achieved Service Changes	Next steps	Impact
<p><b>Waste Management</b></p> <p><i>Keith Coxon</i></p> <p><i>Cabinet Date: 16<sup>th</sup> June 2016</i></p> <p><i>3 Year Plan 2016 - 19</i></p>	<b>GREEN</b>	<p>Deliver statutory service for collection of waste</p> <p>Achieve statutory recycling targets</p> <p>Contracts procured in accordance with EU regulations</p> <p>Comply with environmental legislation</p> <p>Provision of Environmental Public Services (e.g. bins, clean neighbourhoods)</p> <p>Deliver services which offer best value for money</p> <p>Move up waste hierarchy – Prevent / Re-use / Recycle</p>	<p>Convert up to 4 HWRCs to recycling centres – ongoing completed, black bags reinstated in Llansamlet but with reviewing tables still in operation to promote public behaviour changes and increase recycling %</p> <p>Llansamlet and Clyne HWRC to take residual waste - Completed</p> <p>Increase capacity at Llansamlet - completed</p> <p>HWRC and extend summer opening hours – completed</p> <p>Implementation of 3 year vehicle replacement programme - new vehicles received Sept 17 (Capital Investment)</p> <p>Invest in route optimisation – system identified awaiting new fleet for next stage – after Sept 17</p> <p>Implement reusable pink bags – phased programme of zones</p> <p>Review of operations in Bailing plant Expand Re-use shop – Completed ongoing improvements being made</p> <p>Reduce reliance on agency staff through recruitment of permanent – completed in August 17 (continuous</p>	<p>Reducing Landfill – approx. tonnage reduction due to black bag initiatives</p> <p>Awards for innovate ways of working with IeSe and LPG</p>	<p>Ongoing roll out of pink bag scheme</p> <p>Some impact analysis on neighbour residual waste sites to be undertaken (e.g. NPT) – look to link up more partnership working</p>	<p>Greater flexibility in ability to target resources</p> <p>Greater participation recycling levels</p> <p>Increase in community engagement and changing public behaviours</p> <p>Recycling rates as of March 17 @ 63.7% (target WG 64% by 2020)</p>

		/ongoing improvements			
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Service Change	RAG	Outcomes	Implementation agreed and completed to date	Extra or not achieved Service Changes	Next steps	Impact
<p><b>Corporate Building &amp; Corporate Property</b></p> <p><i>Rachel Lewis</i></p> <p><i>Cabinet Date: 18<sup>th</sup> August 2016</i></p> <p><i>2 Year Plan 2016 -18</i></p>	<b>AMBER</b>	<p>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.</p> <p>To provide and maintain quality, affordable social housing, ensuring that housing is safe and secure, that tenants thrive and the communities we serve prosper</p> <p>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</p> <p>To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being</p> <p>To offer additional, added value including employment and apprenticeship opportunities which contribute to the Councils overall corporate objectives, transforming lives and strengthening the local economy</p>	<p>Re-profiling and structures have been implemented – Jan/February 17</p> <p>CB&amp;P now deliver the kitchen and bathroom programme in-house this has resulted in the recruitment of 40 + trades personnel some having a multi-skilled discipline and not a specified trade ensuring CB&amp;P services have a fit for the future workforce – July 17</p> <p>14 new apprentices due to Start in Sept 17, the implementation of the mobile working programme will start in Sept 17</p> <p>New homes build project on target to be completed by end of Oct 17</p> <p>Mobile Working Digital project has started by initial solution mapping/process mapping works – completed Sept 17, ongoing until 2018</p>	<p>Focus has been given to build a sustainable workforce work force development planning and succession planning have been put in place.</p> <p>Not achieved due interdependencies on other reviews - fleet contract, mobile working and disposal pf assets linked to other service area commissioning reviews</p>	<p>Income and commercial areas to be explored further as part of 3 year plan</p> <p>Asset Optimisation and Rationalisation elements to be transferred and picked up in the cross cutting project Services in the Community.</p>	<p>More contracts have been brought back in house for housing works for example and not sub contracted.</p> <p>Reduction of £400k in budget and timing of actual savings achieved might impact on delivery.</p>



Service Change	RAG	Outcomes	Implementation agreed and completed to date	Extra or not achieved Service Changes	Next steps	Impact
<p><b>Business Support Programme</b></p> <p>Sarah Caulkin</p> <p>Business Support Implementation Plan:</p> <p>26<sup>th</sup> June 2016</p>	<b>Amber</b>	<p>The initial phases of the implementation plan are underpinned by four specific delivery priorities.</p> <p><b>The four priorities are:</b></p> <ol style="list-style-type: none"> <li>Digital strategy and self-service portal.</li> <li>Payroll, payables, debt recovery.</li> <li>Customer contact and single internal help desk.</li> <li>Training, learning and organisational development.</li> </ol> <p>Each of the four priorities provide process infrastructure which enables the medium and long term benefits as set out in the initial business case (CMT June 2016):</p> <ul style="list-style-type: none"> <li><i>Improved customer satisfaction and reduced demand as queries are resolved at first point of contact</i></li> <li><i>Cost savings through economies of scale</i></li> <li><i>Cost savings and resilience through multi-skilled workforce</i></li> <li><i>Introducing a single telephone number (if decided) for the Council would simplify contact for customers and reduce demand on staff</i></li> </ul>	<p><b>End-to-end process Change</b></p> <p><b>P2P (Transaction Team)</b></p> <ul style="list-style-type: none"> <li>Implementation of a 'Transactions Team' incorporating Receivables, Cashiers, Control and Purchasing teams. The transaction team was implemented in Dec 2016. The work provided a platform for the next phase of the transactions team and the service centre.</li> <li>P2P process review completed in several business areas</li> <li>Invoice processing cost analysis completed.</li> <li>Best Practice processes developed in-line with the invoice cost analysis findings. New Staffnet pages with process guidelines in development.</li> <li>New online supplier onboarding process implemented to encourage more eInvoicing and catalogue usage</li> <li>Spend Analysis transferred to Self Service Apex Report</li> </ul> <p><b>Payroll / employee services</b></p> <ul style="list-style-type: none"> <li>Talent Management Phase 1 released in December 2016 which included an online appraisal solution and qualifications/professional qualifications management via self-service.</li> <li>Manager &amp; Employee Toolkits Phase 1 released in April along with improvements to the Planned Leave functionality enabling employees and managers to undertake more self-service tasks online.</li> <li>Business process review of Employee Services has enabled accreditation with the Chartered Institute of Payroll Professionals. Swansea Council is the first local authority in Wales to achieve this accreditation.</li> </ul> <p><b>Training / e-learning</b></p> <ul style="list-style-type: none"> <li>Appraisal &amp; Qualifications – Staff workshops were held, leading to the development of video training which showed the end to end process, user guides published on Staffnet.</li> <li>Self Service Recruitment Module Workshops were held, training manuals produced and site visits to run through the process with Managers</li> <li>Self Service Supplier Onboarding New process guidelines for officers published on Staffnet. New public website section added giving supplier guidance on self-service registration and eInvoicing choices.</li> <li>Freedom of Information training webinars held for all FOI officers, additional FOI training is now available in Learning Pool.</li> <li>CCS Finance awareness for Budget Managers – eLearning package in development</li> </ul>	<p><b>Variations to the Implementation Plan</b></p> <p>As the work progressed over the three phases of the implementation programme, the business support programme team identified and pursued a number of additional opportunities:</p> <ul style="list-style-type: none"> <li>Implementation of Business Support Mini Hub with People and Place Directorates. People Hub implemented and working in partnership with the Service Centre to deliver BSP priorities with the directorate. The Place hub is still in the implementation phase.</li> <li>In preparation for the work on <b>proactive workforce management</b>, the programme has undertaken an exercise to identify potential areas where savings may be obtained. This work included an extensive cleanse of the HR vacancy data.</li> <li>Leading from the work on <b>CCS Finance awareness for Budget Managers</b>, an opportunity to upskill managers through eLearning was identified. We currently offer a limited number of face to face training courses for managers seeking training on budgeting and finance. An eLearning course is in development and will be made available to all budget managers. The course could eventually form part of a Swansea Manager induction.</li> <li>In the transaction team, an opportunity to benefit from higher than average payment performance has been identified. If approved, the organisation's supply chain could benefit from an <b>early invoice settlement scheme</b> in return for a percentage payment discount. A business case agreed by CMT.</li> <li>Procurement of external providers for Social Services will now be more compliant with Policy and Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Place Mini hub.</li> <li>Proactive workforce planning will identify post salary budget reduction opportunities through process change and back office team aggregation.</li> <li>Launch pilot of early settlement scheme with the Council's top 500 suppliers. Evaluation of pilot scheduled for summer 2018.</li> <li>Further expansion of the services delivered under Customer Contact and the Business Support Service Centre.</li> </ul>	<p><b>Reduction in Business Support posts across the organisation.</b></p> <p>The business support programme has contributed to a reduction BSP in-scope posts in all service areas.</p> <p>£126k of saving delivered in 2017-18 with another £600k scheduled for 2018-19</p>

**Customer contact**

- Additional customer contact services are continually being added to the core service.

Street Lighting  
Parks & Leisure  
Parking Services  
Cashiers

- Single Internal Helpdesk expansion completed to include all Managers, Schools etc.
- All HR OPs phones transferred to the service centre single helpdesk.

**Self-service (digital implementation)**

- Since online ordering went online, 26% of bulk waste requests are now online, with payments coded straight into the back office system. Almost £36,000 taken via the new system, reducing processing time in the call centre
- Hanging basket online ordering and £20 online promotion meant increased sales to wider new customer base and £13.6k taken online
- More expensive forms of payment e.g. cash, cheque and post office payments are down from 15/16 while efficient payment types like BACS and card have increased
- There are now 31 request forms including payments now going directly into the back office payment system. In addition to skip and scaffolding permits, bus pass replacements and hanging basket orders we have popular options like season car park tickets, licensing forms (EU Directive forms), HMO Advisory payments and Education penalty notices.
- Since November 2016, online payments totalling £108,741 have helped to reduce rekeying in the Finance Department as all online payments are automatically coded to the correct budget.

**OD Review**

- OD Manager Recruited. Andrew Francis recruited as Organisational Training, Learning and Development Manager, 1<sup>st</sup> Dec 2016.
- Social Services training incorporated into Corporate Centre
- OD Review implemented with draft OD Strategy and Implementation complete

**Organisational Change**

- New model live and delivered as part of Chief Executive's restructure in March 2017

**Service Centre**

- Service Centre implementation phase one completed incorporating all financial transactions, Employee Services and Single internal helpdesk.

following the delivery of specific **Procurement Training to Social Services** training staff.

- Active participation and membership of **Apprenticeship Scheme** working groups, Workforce Planning Groups and the All Wales Training Managers Group has been initiated.



			<ul style="list-style-type: none"> <li>• Interim Services Centre Manager Appointed (Sian Williams)</li> </ul> <p><b>Identification of Business Support Posts</b></p> <ul style="list-style-type: none"> <li>• The establishment data (excluding schools) has been analysed to identify business support posts in People and Place Directorate. It was accepted that all posts in Corporate Services were business support in nature.</li> </ul> <p><b>Deliver first iteration of performance dashboard for managers</b></p> <ul style="list-style-type: none"> <li>• P&amp;FM Dashboard and report for Schools completed and will be rolled out in April, this is for Education but also meets legislative requirements for WG.</li> <li>• P&amp;FM Sickness Dashboard for CMT will be ready for piloting and feedback in the next month – work is continuing on the development of additional requirements for the P&amp;FM Summary e.g. Headcount, Recruitment etc.</li> </ul>			
<p><b>Parks and Cleansing</b></p> <p><i>Chris Howell</i></p> <p><i>Cabinet Date: 15<sup>th</sup> December 2016</i></p> <p><i>Page 39</i></p> <p><i>3 Year Plan 2016 - 19</i></p>	<p><b>Amber</b></p>	<p>The City &amp; County of Swansea has aspirations to deliver on its Healthy cities &amp; Wellbeing agendas and the wellbeing goals of the Well Being of Future Generations Act</p> <p>To provide clean streets and other public realm for the residents and visitors of Swansea</p> <p>To maintain accessible and safe playgrounds and outdoor facilities for everyone</p> <p>To maintain parks, beaches and open spaces which are attractive, inviting and safe for all</p> <p>Ensure services provide best value for money</p>	<p>Increased marketing for sponsorship &amp; franchise – ongoing</p> <p>Increased commercialism/Franchise &amp; commercialisation at all parks and gardens in conjunction with the web team and Commercial Services.</p> <p>New income streams for 2017:</p> <ul style="list-style-type: none"> <li>• Online hanging basket sales – new online audience targeted with £13.6k online sales</li> <li>• Flower canvas prints</li> <li>• Adopt a bench online ordering – just gone live and first sale of £1800 achieved</li> <li>• Adopt a flower bed online ordering – just gone live</li> </ul> <p>– Knot weed services now advertised and online enquiry form. Ongoing development - few business cases to explore further including potential sales of kindling etc</p> <p>Implement segregation of litter collection – completed – 94% 3<sup>rd</sup> Quartile.</p> <p>Introduction of a 7 day service through shift patterns – ongoing discussions with Trade Unions and Staff</p> <p>Explore partnership with Botanical Gardens.</p> <p>Interim savings during partnership exploration – early progression.</p> <p>Creation of formal charged car park at botanical gardens transfer to Highways – ongoing.</p> <p>Charges for Clyne car park transferred to Highways – ongoing</p> <p>Relocation of Christmas storage hut to Botanical Gardens – completed best value review undertaken – Sept 17</p> <p>Partnership with SS and Waste re use shop for re use wood and</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p>Ongoing progression of 3 year plan in relation to car park transfers by 2017</p> <p>Implementation of T&amp; C changes</p>	<p>Minimisation of reactive works</p> <p>Increased community onus</p>

		Marketing of Ezytree package to external organisations			
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## Report of the Chair

Scrutiny Programme Committee – 11 December 2017

### Scrutiny Performance Panel Progress Report

<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) Service Improvement & Finance
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Ensure awareness and 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 Chris Holley (convener)
<b>Lead Officer &amp; Report Author</b>	Brij Madahar Tel: 01792 637257 E-mail: <a href="mailto:scrutiny@swansea.gov.uk">scrutiny@swansea.gov.uk</a>
<b>Legal Officer:</b>	Stephanie Williams
<b>Finance Officer:</b>	Paul Cridland

#### 1. Introduction

1.1 There are six 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 the performance of services and service delivery.

1.3 The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panels Conveners will therefore provide a regular progress report to the committee to enable:

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

1.4 This report is about the following Performance Panel:

a) Service Improvement & Finance

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 Service Improvement & Finance Performance is made up of 10 councillors:

**Labour Councillors: 3**

Phillip Downing	Des Thomas
Peter Jones	

**Liberal Democrat/Independent Councillors: 4**

<b>Chris Holley (CONVENER)</b>	Mary Jones
Lynda James	Jeff Jones

**Conservative Councillor: 2**

Paxton Hood-Williams	Brigitte Rowlands
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**Uplands Councillor: 1**

Irene Mann	
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**2. Legal Implications**

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

**3. Financial Implications**

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

**Background Papers:** None

**Appendices:**

**Appendix 1 – Service Improvement & Finance Performance Panel Update**

## **Service Improvement & Finance Scrutiny Performance Panel Update**

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

The overarching purpose of the Panel is to ensure that the Council's budget, corporate and service improvement arrangements are effective and efficient.

### **2. Introduction**

The Panel is focused on contributing to the budget process and annual improvement process by providing a critical friend for the Cabinet, and helping to ensure accountability.

### **3. Key Activities**

The Panel held five meetings between August and November 2017. This involved a Commissioning Review on Public Protection and presentations from a range of officers about performance, improvement and budget monitoring. This has resulted in four convener's letters being sent to Cabinet Members. The main issues covered were as follows:

2 <sup>nd</sup> August	<ul style="list-style-type: none"> <li>• Role of Panel and Work Plan</li> </ul>
6 <sup>th</sup> September	<ul style="list-style-type: none"> <li>• End of Year Performance Monitoring Report</li> <li>• Corporate Plan 17/22</li> <li>• Capital Outturn and Financing 16/17</li> <li>• Q1 Revenue and Capital Budget Monitoring</li> </ul>
4 <sup>th</sup> October	<ul style="list-style-type: none"> <li>• Welsh Language Standards 16/17</li> <li>• Q1 Performance Monitoring Report</li> <li>• Local Government Performance Bulletin 16/17</li> </ul>
16 <sup>th</sup> October	<ul style="list-style-type: none"> <li>• Public Protection Commissioning Review</li> </ul>
1 <sup>st</sup> November	<ul style="list-style-type: none"> <li>• Recycling and Landfill Annual Performance Monitoring</li> <li>• Mid- Year Budget Statement</li> <li>• Reserves Update</li> </ul>

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

##### Pre-decision scrutiny of Commissioning Reviews

The Panel undertook pre-decision scrutiny on the Public Protection Commissioning review in October 2017 and made the following recommendations:

- 1. Increased public engagement about the services on offer. The good work of Swansea Council should be celebrated.*
- 2. The service offers excellent value for money given the breadth of the services on offer. We felt that this type of value for money service should be advertised as a success.*
- 3. In relation to customer demand, feedback and complaints information, the Panel felt that further work will be undertaken to capture qualitative data using IT solutions as the IT cannot be relied upon.*
- 4. Comparing Swansea's services to other Councils is not the best way of analysing performance.*
- 5. Current commercial opportunities are unlikely to be successful to the point where they make a significant difference.*
- 6. It is not sensible to divert attention away from the statutory frontline services to pursue commercial opportunities.*

In addition, the Convener has recently written to the Leader to express frustration about the limited time to consider Commissioning Review documents and give views. The Panel feels they should have earlier access to read and digest such large and important documents.

##### Budget and performance monitoring

The Panel regularly receives quarterly and annual performance and budget reports. This enables it to maintain a good level of understanding of performance and budgetary issues. It is closely monitoring a number of key issues and has suggested areas for improvement in monitoring and reporting of information including:

*Reserves:* The Panel are closely monitoring the Council's reserves and what they are allocated against.

*Mid-Year Budget Statement and Q2 Budget Monitoring:* Should the timing be changed so that these reports come to the Service Improvement and Finance Panel before being reported to Council.

*Performance Monitoring:* The Panel are closely monitoring all areas but have made recommendations specifically around staff training, public perceptions of the Council and Social Services.

## **5. Future Work Programme**

The Panel will be considering the following items between December and the end of the municipal year in April 2018 (not including Budget Monitoring and Performance Monitoring):

- Highways and Transportation Commissioning Review
- Corporate Complaints Annual Report
- Perception Survey Report
- Budget Scrutiny
- Library Standards Annual Report
- Charges – Highways and Waste

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

None.

# Agenda Item 9



## Report of the Chair

### Scrutiny Programme Committee – 11 December 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>	agree the membership of Panels and Working Groups, and any other changes necessary
<b>Lead Councillor:</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer &amp; Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Stephanie Williams
<b>Finance Officer:</b>	Paul Cridland

### 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 Tethered Horses Working Group:

This Working Group originally met in early 2016. It was agreed at November's committee meeting that a further Working Group meeting can take place to revisit issues / concerns regarding tethered horses. Newly elected councillors were invited to express interest in joining the councillors already involved in this work.



ADD Councillors Mike Durke, Oliver James, Peter Jones, Sam Pritchard and Brigitte Rowlands.

Following this change the revised membership will be 15:

**Labour Councillors: 12**

Cyril Anderson	Sam Pritchard
Mike Durke	Robert Smith
Joe Hale	Gloria Tanner
Oliver James	Des Thomas
Yvonne Jardine	Lesley Walton
Peter Jones	Mike White

**Liberal Democrat / Independent Councillors: 1**

<b>Jeff Jones (CONVENER)</b>	
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**Conservative Councillors: 2**

Brigitte Rowlands	Linda Tyler-Lloyd
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**3. Proposed Membership of New Scrutiny Inquiry**

- 3.1 Expressions of interest will be sought in December from all non-executive councillors to lead and/or participate in the next identified inquiry topic on Swansea's Natural Environment. Proposed membership will then be reported to the committee in January for agreement. It is noted that Councillor Peter Jones has already expressed interest in acting as convener for this inquiry.
- 3.2 Arrangements will then be made for a first inquiry panel meeting for a briefing on the topic area and consideration of focus for any proposed inquiry and contribution scrutiny can make to this matter.

**4. Legal Implications**

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

**5. Financial Implications**

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

**Background Papers:** None

**Appendices:** None

# Agenda Item 10



## Report of the Chair

Scrutiny Programme Committee – 11 December 2017

### Scrutiny Work Programme 2017/18

<b>Purpose:</b>	This report reviews progress with the agreed scrutiny work programme for 2017/18.
<b>Content:</b>	The work programme is described, including the plan for future committee meetings and topics that will be 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>	Tracey Meredith, Head of Legal, Democratic Services and Business Intelligence
<b>Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Stephanie Williams
<b>Finance Officer:</b>	Paul Cridland

#### 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 such scrutiny activities are published, in the same manner as the committee, on the Council's modern.gov online platform:  
<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

## **2. Scrutiny Work Programme 2017/18**

### **2.1 Overall Programme**

- 2.1.1 The agreed scrutiny work programme for 2017/18 is set out in ***Appendix 1***.
- 2.1.2. The following paragraphs break down the work programme by specific ways of working to provide a brief overview.

## 2.2 Scrutiny Programme Committee:

- 2.2.1 The committee work plan for the year ahead is attached as **Appendix 2**. This should be kept under review to ensure it represents a robust and effective plan. The plan includes a schedule of future Cabinet Member Question & Answer Sessions.
- 2.2.2 Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend so that meetings are always well planned and prepared for, e.g. information required and key questions that the committee wishes to ask.
- 2.2.3 The major item(s) scheduled for the next committee meeting on 8 January:
- Cabinet Member Question Session: Economy & Strategy (Leader) - Councillor Rob Stewart.
- 2.2.4 The committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny which may require extra meetings.
- 2.2.5 Pre-decision scrutiny – this is carried out by the committee unless delegated elsewhere. The committee is invited to consider the available information on future cabinet business and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications (see Forward Plan attached as **Appendix 3**). Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide ‘critical friend’ challenge and influence decision-making.
- 2.2.6 Commissioning Reviews – it has already been acknowledged that reports on various commissioning reviews that are planned over the next year are key cabinet decisions and should 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. Therefore scrutiny arrangements for these will need to be scheduled into work plans.

<b>Commissioning Review</b>	<b>Cabinet Portfolio</b>	<b>Expected Cabinet Meeting</b>
Catering Services	Service Transformation & Business Operations	17 Aug
Planning & City Regeneration	Culture, Tourism & Major Projects	17 Aug
Public Protection	Environment Services	19 Oct
Family Support (Child Disability)	Health & Wellbeing	16 Nov
Highways & Transportation	Environment Services	14 Dec
Additional Learning Needs	Children, Education & Lifelong Learning	tbc

### 2.3 Inquiry Panels:

#### 2.3.1 The following Inquiry Panels are active:

<b>In Progress (yet to report):</b>	<b>Completed (follow up stage)</b>
<ol style="list-style-type: none"><li>1. Regional Working (evidence gathering stage) - Expected end: Mar 2018</li><li>2. Natural Environment (expected Start - End: Jan 2018 - June 2018)</li></ol>	<ol style="list-style-type: none"><li>1. Tackling Poverty (Mar)</li><li>2. School Readiness (Mar)</li><li>3. Child &amp; Adolescent Mental Health Services (tba)</li></ol>

### 2.4 Performance Panels:

#### 2.4.1 The following Performance Panels meet on an ongoing basis (frequency of meetings in brackets):

<ol style="list-style-type: none"><li>1. Service Improvement &amp; Finance (monthly)</li><li>2. Schools (monthly)</li><li>3. Adult Services (monthly)</li></ol>	<ol style="list-style-type: none"><li>4. Child &amp; Family Services (every two months)</li><li>5. Public Services Board (every two months)</li><li>6. Development &amp; Regeneration (quarterly)</li></ol>
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#### 2.4.2 Performance Panel conveners provide a regular update to the Committee to enable discussion on key activities and impact.

### 2.5 Working Groups:

#### 2.5.1 The following Working Groups will be convened during the year ahead, with projected date:

<ol style="list-style-type: none"><li>1. Emergency Planning &amp; Resilience (11 Oct)</li><li>2. Community Cohesion &amp; Hate Crime (14 Nov)</li><li>3. Car Park Charges (28 Nov)</li><li>4. * NEW* Tethered Horses (31 Jan)</li><li>5. Roads &amp; Footway Maintenance (31 Jan)</li><li>6. Local Flood Risk Management (20 Feb)</li></ol>	<ol style="list-style-type: none"><li>7. Homelessness (Mar)</li><li>8. Renewable Energy (Apr)</li><li>9. Digital Inclusion (May)</li><li>10. Bus Services (June onwards)</li><li>11. Public Conveniences (June onwards)</li></ol>
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### 2.6 Progress

#### 2.6.1 The committee is responsible for monitoring progress of work undertaken by the informal Panels and Working Groups and findings to ensure that this work is effective and has the required visibility.

2.6.2 **Appendix 4a** provides a timetable of all scrutiny activities (projected or actual where dates are known). Lead councillors and officers are also noted within.

2.6.3 **Appendix 4b** provides a snapshot of progress with all of the informal Panels and Working Groups established by the committee and their current position.

### **3. Public Requests for Scrutiny / 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

#### **Appendices:**

**Appendix 1:** Agreed Scrutiny Work Programme 2017-18

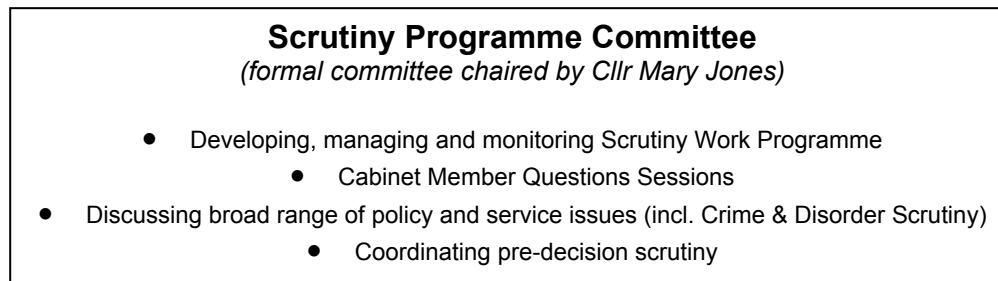
**Appendix 2:** Scrutiny Programme Committee - Work Plan

**Appendix 3:** Cabinet Forward Plan 2017-18

**Appendix 4a:** Scrutiny Work Programme 2017-18 – Projected Timetable of Activity

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

# APPENDIX 1 – Agreed Scrutiny Work Programme 2017/2018



**Inquiry Panels:**  
*(time-limited in-depth inquiries)*

**1. Regional Working**  
 e.g.  
 - what does regional working look like at moment?  
 - how well is it understood (internally and publically)?  
 - lines of accountability?  
 - arrangements for scrutiny?  
 - what needs to be done to improve partnerships / collaboration to achieve WBFGA outcomes?

**2. Natural Environment**  
 e.g.  
 - how well are we caring for and managing our natural environment?  
 - green spaces?  
 - are we maximising the value and benefits?  
 - how can we meet new statutory responsibilities / requirements?  
 - role of the council / partners in tackling the issues?  
 - link with planning / other areas of Council?  
 - impact of budget reductions across services?

**Inquiry Follow Ups:**

- School Governance
- Building Sustainable Communities
- Child & Adolescent Mental Health Services
- Tackling Poverty
- School Readiness

**Performance Panels:**  
*(on-going in-depth monitoring)*

- 1. Service Improvement & Finance (monthly)**
- 2. Schools (monthly)**
- 3. Adult Services (monthly)**
- 4. Child & Family Services (4-6 meetings max)**
- 5. Public Services Board (6 meetings)**
- 6. Development & Regeneration (quarterly)**

**Regional Scrutiny:**

- **ERW** (*Education through Regional Working*)

**Working Groups:**  
*(one-off meetings)*

- In priority order:
- 1. Emergency Planning & Resilience**
  - 2. Community Cohesion & Hate Crime**
  - 3. Homelessness**
  - 4. Car Park Charges**
  - 5. Roads / Footway Maintenance**
  - 6. Renewable Energy**
  - 7. Digital Inclusion**
  - 8. Bus Services**
  - 9. Public Conveniences**
- NB - an annual meeting on **Local Flood Risk Management** is a standing item in the work programme

**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 (Jan; Apr; Jun)</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>10 Jul</b>	<ul style="list-style-type: none"> <li>Role of the Committee</li> </ul>	<ul style="list-style-type: none"> <li>To ensure understanding about the role of the Scrutiny Programme Committee, and discuss effective working</li> </ul>
	<ul style="list-style-type: none"> <li>Scrutiny Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>To agree the annual report of the work of overview &amp; scrutiny for the municipal year 2016/17, as required by the constitution</li> </ul>
	<ul style="list-style-type: none"> <li>Work Programme 2017-18</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>14 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 Housing, Energy &amp; Building Services</li> </ul>
	<ul style="list-style-type: none"> <li>All Council Catering Commissioning Review</li> </ul>	<ul style="list-style-type: none"> <li>Pre-decision scrutiny of 17 August Cabinet report on Catering services (School meals, Commercial Catering &amp; Social Services catering). The report will outline a range of options for future service delivery of catering and the proposed decision on way forward.</li> </ul>
	<ul style="list-style-type: none"> <li>Planning &amp; City Regeneration</li> </ul>	<ul style="list-style-type: none"> <li>Pre-decision scrutiny of 17 August Cabinet report on which outlines options appraisal for the Planning &amp;</li> </ul>



	Commissioning Review	City Regeneration Service. It provides recommendations on the most viable future service options for the Service Area.
<b>11 Sep</b>	• Cabinet Member Question Session	• Question and answer session with Cabinet Member for Service Transformation & Business Operations (Deputy Leader)
	• Annual Corporate Safeguarding Report	• 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
	• Oceana Building Demolition	• Session with the Cabinet Member for Economy & Strategy (Leader) to put questions on matters relating to the Oceana Building Demolition, further to previous discussion by the committee in March. This will be in closed session.
<b>9 Oct</b>	• Cabinet Member Question Session	• Question and answer session with Cabinet Member for Children, Education & Lifelong Learning
	• Children & Young People's Rights Scheme – Compliance and Progress	• To discuss annual progress report on implementation of Children & Young People's Rights Scheme, and consider impact (scheme was agreed by Cabinet in October 2014)
<b>13 Nov</b>	• Cabinet Member Question Session	• Question and answer session with Cabinet Member for Health & Wellbeing
	• More Homes Pilot Scheme Milford Way and Parc Y Helyg Sites	• Pre-decision scrutiny
<b>11 Dec</b>	• Cabinet Member Question Session	• Question and answer session with Cabinet Member for Stronger Communities
	• Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Updates	• Update on Progress / Outcomes from Martin Nicholls, Director - Place
	• Progress Report – Service Improvement & Finance Performance Panel	• Councillor Chris Holley, Convener, to update on headlines from the Panel's work and achievements
	• Cabinet Member Question Session	• Question and answer session with Cabinet Member for Economy & Strategy (Leader)

<b>8 Jan</b>		
	<ul style="list-style-type: none"> <li>Progress Report – Adult Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Peter Black, Convener, to update on headlines from the Panel’s work and achievements</li> </ul>
<b>12 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 Environment Services</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Mo Sykes, Convener, to update on headlines from the Panel’s work and achievements</li> </ul>
<b>12 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 Culture, Tourism &amp; Major Projects</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, to update on headlines from the Panel’s work and achievements</li> </ul>
<b>9 Apr</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Future Generations</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Development &amp; Regeneration Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Jeff Jones, Convener, to update on headlines from the Panel’s work and achievements</li> </ul>
<b>14 May</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Commercial Opportunities &amp; Innovation</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, 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>

To be scheduled:

<ul style="list-style-type: none"> <li>Scrutiny / Audit Committee Coordination</li> </ul>	<ul style="list-style-type: none"> <li>Chair of Audit Committee to attend to share work plan of Audit Committee / Annual Report 2016/17. Discussion to ensure: <ul style="list-style-type: none"> <li>- mutual awareness and understanding of respective work plans and co-ordination</li> <li>- issues relating to work programmes can be discussed</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Final Inquiry Reports</li> </ul>	<ul style="list-style-type: none"> <li>To receive final reports (including conclusions and recommendations) of Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
<ul style="list-style-type: none"> <li>Special meeting for 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>

## Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Adult Services Review of Commissioning Strategies for Learning Disabilities, Physical Disabilities and Mental Health.</b>	The report provides an update on the approach to the Commissioning Review on accommodation and day related support for people with a Learning Disability, Physical Disability and Mental Health Concern. It provides draft versions of the up-to-date Commissioning Strategies with a view to publicly consulting on the Strategies prior to undertaking a full service review.	Rachel Evans	Cabinet Member - Health & Wellbeing	Cabinet	14 Dec 2017	Open
<b>Annual Review of Charges (Social Services) 2017/18.</b>	This report sets out the annual review of Swansea Council's charges (social services), providing 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 - Health & Wellbeing	Cabinet	14 Dec 2017	Open

### Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>City Deal Skills.</b>	This report is from the Education & Skills Policy Development and Delivery Committee, and provides an update on the work of the Committee and identify actions for Cabinet and senior officers to take. It suggests an optimal governance model for delivery of the education and skills work that better suits the challenges of the future	Chris Sivers	Cabinet Member - Children, Education & Life Long Learning	Cabinet	14 Dec 2017	Open
<b>Estyn Inspection of Local Authority Education Services for Children and Young People 2013 – Update on progress in addressing the five Recommendations, December 2017.</b>	This report provides an update on the progress in addressing the five Recommendations made by Estyn in the Inspection of Local Authority Education Services for Children and Young People 2013.	Nick Williams	Cabinet Member - Children, Education & Life Long Learning	Cabinet	14 Dec 2017	Open

## Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Expansion of the Childcare Offer for 3 and 4 Year Olds.</b></p>	<p>The childcare offer provides 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 7 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 proposals to expand the offer to additional areas.</p>	<p>Sian Bingham</p>	<p>Cabinet Member - Health &amp; Wellbeing, Cabinet Member - Children, Education &amp; Life Long Learning</p>	<p>Cabinet</p>	<p>14 Dec 2017</p>	<p>Open</p>
<p><b>Legacy Fund Proposal.</b></p>	<p>This report sets out the proposed allocation of Legacy Funding to the sum of £1,074,134 over 2018/19 and 2019/20 for approval.</p>	<p>Amy Hawkins</p>	<p>Cabinet Member - Stronger Communities</p>	<p>Cabinet</p>	<p>14 Dec 2017</p>	<p>Open</p>

### Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Quarter 2 2017/18 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the second quarter period July 2017 – September 2017	Richard Rowlands	Cabinet Member - Service Transformation & Business Operations (Deputy Leader)	Cabinet	14 Dec 2017	Open
<b>Sustainable Swansea - Fit for the Future: Budget Proposals 2018/19 – 2021/22.</b>	To consider budget proposals for 2018/19 to 2021/22 as part of the Council's Budget Strategy Sustainable Swansea - fit for the future. To enable consultation to take place with residents, employees, partners and other interested parties.	Ben Smith	Cabinet Member - Service Transformation & Business Operations (Deputy Leader)	Cabinet	14 Dec 2017	Open
<b>Workways+ Project – European Social Fund Grant Extension and Additional Funding Acceptance.</b>	To seek approval to extend the Workways+ ESF project and approve the increase in grant allocation from WEFO. Project is being lead regionally by NPTCBC	Gordon Allison	Cabinet Member - Economy and Strategy (Leader)	Cabinet	14 Dec 2017	Open

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### Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Delegation of Powers to Officers of the Powers Contained in the Anti-Social Behaviour and Policing Act 2014.</b></p>	<p>To inform of changes to anti-social behaviour powers introduced by Anti-Social Behaviour and Policing Act 2014 and to formally authorise officers to exercise the powers available under the Anti-Social Behaviour, Crime and Policing Act 2014 for the purposes of tackling anti-social behaviour and low level crime across the City and County of Swansea through the use of Public Space Protection Orders (PSPO) to address ongoing and sometime urgent, anti-social behaviour and crime matters.</p>	<p>Jane Whitmore</p>	<p>Cabinet Member - Stronger Communities</p>	<p>Cabinet</p>	<p>18 Jan 2018</p>	<p>Open</p>
<p><b>Management of Allotments.</b></p>	<p>To gain approval from Cabinet to transfer Management of allotments to Allotment Associations</p>	<p>Adrian Skyrme</p>	<p>Cabinet Member - Health &amp; Wellbeing, Cabinet Member - Stronger Communities, Cabinet Member - Service Transformation &amp; Business Operations (Deputy Leader)</p>	<p>Cabinet</p>	<p>18 Jan 2018</p>	<p>Open</p>

### Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>St Thomas Station Site: Marketing Options.</b>	To provide a summary and analysis of options available for disposal and regeneration of the St Thomas Riverside development site.	Adrian Denning	Cabinet Member - Culture, Tourism & Major Projects	Cabinet	18 Jan 2018	Open
<b>Swansea District Heat Network.</b>	The report presents a summary of the outline business case for the formation of a district heat network in Swansea and seeks a decision as to whether to progress with the project, together with approval of revenue funding if the project is to proceed.	Dawn Jenkins	Cabinet Member - Housing, Energy & Building Services	Cabinet	18 Jan 2018	Open
<b>Revenue and Capital Budget Monitoring 3rd Quarter 2017/18 .</b>	To note any significant variations from the agreed budget 2017/18 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy and Strategy (Leader)	Cabinet	8 Feb 2018	Open
<b>Quarter 3 2017/18 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2017 – December 2017.row	Richard Rowlands	Cabinet Member - Service Transformation & Business Operations (Deputy Leader)	Cabinet	15 Mar 2018	Open

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### Appendix 3 – Cabinet Forward Plan 2017-18

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Western Bay Regional Area Plan</b>	<p>Section 14A(2) of the Social Service and Wellbeing (Wales) Act 2014 requires that local authorities and Local Health Boards must jointly develop and publish an area plan for Western Bay. This plan should address the care and support needs that were highlighted in the regional population assessment.</p> <p>This report seeks approval of the Western Bay area plan and requests authorisation for the City and County of Swansea to submit the area plan to Welsh Government on behalf of the three local authorities and the health board in the Western Bay region.</p>	Sara Harvey	Cabinet Member - Health & Wellbeing	Cabinet	15 Mar 2018	Open



<b>Activity / Month</b>	<b>JUL 2017</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN 2018</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
<b>Building Sustainable Communities Follow Up</b> (Cabinet 19/1/17) Lead Scrutiny Councillor: Terry Hennegan Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member June Burtonshaw / Mary Sherwood Lead CMT: Martin Nicholls Lead Head of Service: Tracey McNulty				17								
<b>Child &amp; Adolescent Mental Health Services Follow Up</b> (Cabinet decision 16/2/17) Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Child Lead CMT: Dave Howes Lead Head of Service: Julie Thomas					15							
<b>School Readiness Follow Up</b> (Cabinet decision 15/6/17) Lead Scrutiny Councillor: Hazel Morris Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Mark Child Lead CMT: Chris Sivers Lead Head of Service: Rachel Moxey												
<b>Tackling Poverty Follow Up</b> (Cabinet decision 15/6/17) Lead Scrutiny Councillor: Sybil Crouch Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member Will Evans Lead CMT: Chris Sivers Lead Head of Service: Rachel Moxey									1			

Activity / Month	JUL 2017	AUG	SEP	OCT	NOV	DEC	JAN 2018	FEB	MAR	APR	MAY	JUN
<b>PERFORMANCE PANELS:</b>												
<b>Adult Services</b> (monthly) Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member Mark Child Lead CMT: Dave Howes Lead Head of Service: Alex Williams		8	20	10	21	19	16	5* 13	20	17		
<b>Service Improvement &amp; Finance</b> (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Clive Lloyd Lead CMT: Sarah Caulkin Lead Head of Service: Ben Smith		2	6	4 16*	1	12	10	7	7	4		
<b>Schools</b> (monthly) Lead Scrutiny Councillor: Mo Sykes Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: cross-cutting	6	31	21	18	16	12	18	5 15	15	12		
<b>Child &amp; Family Services</b> (bi-monthly) Lead Scrutiny Councillor: Paxton Hood-Williams Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Child Lead CMT: Dave Howes Lead Head of Service: Julie Thomas		21		30	14*	18		5* 26		30		
<b>Public Services Board</b> (bi-monthly) Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart Lead CMT: Chris Sivers Lead Head of Service: cross-cutting		30		25		13		14		11		

<b>Activity / Month</b>	<b>JUL 2017</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN 2018</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
<b>Development &amp; Regeneration</b> (quarterly) Lead Scrutiny Councillor: Jeff Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart / Robert Francis-Davies Lead CMT: Martin Nicholls Lead Head of Service: Phil Holmes			7			11		8		5		
<b>WORKING GROUPS:</b>												
<b>Emergency Planning &amp; Resilience</b> Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Clive Lloyd Lead CMT: Martin Nicholls Lead Head of Service: Martin Nicholls				11								
<b>Community Cohesion &amp; Hate Crime</b> Lead Scrutiny Councillor: Elliot King Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Will Evans Lead CMT: Chris Sivers Lead Head of Service: Rachel Moxey					14							
<b>Car Park Charges</b> Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Mark Thomas Lead Director: Martin Nicholls Lead Head of Service: Stuart Davies					28							
<b>Tethered Horses *NEW*</b> Lead Scrutiny Councillor: Jeff Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Mark Thomas Lead Director: Martin Nicholls Lead Head of Service: Lee Morgan							31					



Activity / Month	JUL 2017	AUG	SEP	OCT	NOV	DEC	JAN 2018	FEB	MAR	APR	MAY	JUN
<b>Bus Services</b> (dependent on delivery of above / if time allows) Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: tbc Lead Cabinet Member: Mark Thomas Lead Director: Martin Nicholls Lead Head of Service: Stuart Davies												
<b>Public Conveniences</b> (dependent on delivery of above / if time allows) Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: tbc Lead Cabinet Member: Mark Thomas Lead Director: Martin Nicholls Lead Head of Service: Chris Howell												
<b>REGIONAL SCRUTINY:</b>												
<b>ERW (Education through Regional Working)</b> Lead Scrutiny Councillor: Mary Jones / Mo Sykes Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead Director: Nick Williams Lead Head of Service: Helen Morgan-Rees Regional Lead: Betsan O'Connor			29						9			

\* denotes extra meeting

## Progress Report – Current Scrutiny Panels and Working Groups

### 1. Inquiry Panels:

#### a) Regional Working (convener: Cllr Lyndon Jones)

Key Question: How can the Council, with its partners, develop and improve regional working for the benefit of Swansea and its residents?

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

The panel met with Martin Nicholls to look at regional working within the Place Directorate on 13 November and will in January speak to the Director of Social Services and the respective Chief Officers about the regional working picture in Social Services and Education. The Panel will then meet with some of the people from the different partnerships including for example Western Bay, ERW and City Deal.

Projected End Date: April 2018

NB - An inquiry into the Swansea's Natural Environment is anticipated to commence in early 2018.

### 2. Follow Up on Completed Inquiries:

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

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
School Governance	16 Jun 2016	6	2	4	25 Sep 2017 (complete)
		Response to other 4 recommendations: Action already in place			
Building Sustainable Communities	19 Jan 2017	10	0	0	17 Oct 2017 (complete)
Child & Adolescent Mental Health Services	16 Feb 2017	13	1	1	15 Nov 2017 (further follow up tba in 9-12 months)
School Readiness	15 Jun 2017	9	0	0	Mar 2018
Tackling Poverty	15 Jun 2017	12	1	2	1 Mar 2018



### **3. Performance Panels:**

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

A progress report appears separately in the agenda as Item No. 8

#### **b) Schools Performance** (convener: Cllr Mo Sykes)

The Panel on 15 November met with pupils, headteachers, chair of governors and the challenge advisors for Parklands Primary and Olchfa Comprehensive Schools to look at the collaboration work they are doing in relation to the New Curriculum for Wales. In December the panel will discuss Looked After Children Educational Performance and Outcomes and also how schools are spending their Pupil Deprivation Grant to support vulnerable pupils.

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

The meeting on 25 October focussed on two of the Public Services Board work streams – Ageing Well and Domestic Abuse. The Panel received presentations from officers on both areas of work which looked at progress and future plans. The next meeting on 13 December will be scrutiny of the draft Wellbeing Plan.

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

The Panel met on 14 November to undertake pre decision scrutiny on the Family Support Services Commissioning Review – Focusing on Children with Additional Needs and Disabilities. The Panel will meet again on 18 December to consider Child Disability and receive an update on Advocacy.

#### **e) Adult Services** (convener: Cllr Peter Black)

The Panel met on 21 November to consider Demand Management including Deprivation of Liberty Safeguards (DoLS) and to receive a presentation on the Western Bay Programme from Sara Harvey, Programme Director. The next meeting on 19 December will focus on Workforce Development and Systems Support.

#### **f) Development & Regeneration** (convener: Cllr Jeff Jones)

The Panel had their initial meeting on 7 September and had an overview from Phil Holmes on the current development projects being undertaken in Swansea. The next meeting on 11 September will see Ben Smith, Martin Nicholls and Huw Mowbray attend to answer a series of questions around the strategic aims and health of development so far with additional enquires around budgets.

#### **4. Regional Scrutiny:**

##### **a) Education Through Regional Working**

A regional scrutiny councillors group has been set up in order to coordinate scrutiny work and ensure a consistent approach across the six councils participating in ERW. At present this involves two meetings per year. Swansea is represented by the Chair of the Scrutiny Programme Committee and Convener of the Schools Performance Panel.

The Group met on 29 September 2017 and was hosted by Powys Council. The group discussed the ERW Business Plan, Performance Management and met a representative of Estyn to look at the new inspection regime for local authorities, ERW and individual schools. The next meeting will take place on 9 March 2018 and will be hosted by Carmarthen.

Swansea's Scrutiny Team is providing the support for this group as the Council's contribution to ERW.

#### **5. Working Groups:**

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

##### **a) Emergency Planning & Resilience (convener: Cllr Mary Jones)**

Following the meeting on 11 October the Working Group's views and recommendations were sent to the relevant cabinet member. The cabinet member has now responded and this correspondence is included in the agenda papers under item 11 (scrutiny letters).

##### **b) Community Cohesion & Hate Crime (convener: Cllr Elliot King)**

This Working Group met on 14 November to enable information and discussion / questions about the council's work to support and promote community cohesion and tackle issues and effectiveness, and consider the current situation. The Working Group recommends that a further meeting is held in six months to focus on community cohesion, as they are concerned about the lack of a plan / strategy for this aspect. A letter to this effect has been sent to the Cabinet Member for Stronger Communities.

c) **Car Park Charges** (convener: Cllr Will Thomas)

Based on concerns raised this will enable scrutiny councillors to ask about:

- the impact / effectiveness of increase in winter charges and generally (beaches and city centre) and complaints from businesses (challenge of council raising income versus business development)
- price rises contributing to fewer people visiting Gower and the City Centre and discouraging tourism
- loss of city centre footfall to out of town shopping precincts as people can park there for free
- how we compare with elsewhere

The Working Group meeting will take place on 28 November at 4.00pm.

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

The committee has agreed to revisit concerns / issues regarding Tethered Horses. Working Group meetings were originally held in the first quarter of 2016, resulting in a number of recommendations addressing the issue of whether the council should introduce a ban on the tethering of horses.

A further one-off Working Group meeting has been arranged for 31 January which will enable councillors to get a position statement on the current situation, find out how things have changed / improved since the scrutiny in 2016, and identify any issues outstanding. Relevant officers have been invited along with Friends of Swansea Horses.

e) **Roads & Footway Maintenance** (convener: Cllr Sam Pritchard)

This is an area of public concern and will enable scrutiny councillors to ask about the situation in Swansea and work / measures to tackle problems, with reference to:

- Service practices and procedures (e.g. dealing with pot holes)
- Use of resources / impact of budget cuts
- Quality and effectiveness of maintenance and repair
- Efforts to minimise disruption to major access roads
- Challenges / improvement issues.

The Working Group meeting will take place on 31 January at 4.00pm.

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

This is an annual recurring item in the work programme.

The working group will meet on 20 February to receive an annual update to monitor progress on the delivery of the Flood Risk Management Plan. The Cabinet Member for Environment Services will attend to update the group.

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

**1. Homelessness**

This will enable information and discussion / questions on the draft Homelessness Strategy, and performance of relevant services.

**2. Renewable Energy**

This will 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.

**3. Digital Inclusion**

This will enable councillors to follow up on the Working Group meeting held in March 2017. At that meeting the Working Group detailed a number of issues to be considered as part of a review of the digital inclusion strategy. Councillors will be able to consider how well prepared both the Council itself and the public is to use digital technology.

**4. Bus Services**

This will enable information and discussion / questions about the relationship between the Council and service providers e.g. progress with the agreement of a Quality Bus Contract, and consider current service issues.

**5. Public Conveniences**

This will enable information and discussion / questions on public convenience provision / access in Swansea, and relevant concerns.



## Report of the Chair

### Scrutiny Programme Committee – 11 December 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:</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer:</b>	Tracey Meredith, Head of Legal, Democratic Services and Business Intelligence
<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>
<b>Legal Officer:</b>	Stephanie Williams
<b>Finance Officer:</b>	Paul Cridland

### 1. Introduction

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

## 2. Reporting of Letters

- 2.1 All scrutiny letters, whether they are written by the Scrutiny Programme Committee or conveners of panels / working groups, are published to ensure visibility, of the outcomes from meetings, across the council and public.
- 2.2 The Scrutiny Programme Committee agenda also includes a copy of letters to/from Cabinet Members where specific discussion is required, e.g. letters relating to the Committee, Working Groups, and Inquiry Panel follow ups. Letters are included when cabinet member responses that were awaited are received or where a scrutiny letter did not require a response.
- 2.3 Where requested Cabinet Members are expected to respond in writing to scrutiny letters within 21 calendar days. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made.
- 2.4 Letters relating to the work of Performance Panels are part of an ongoing dialogue with Cabinet Members and are therefore reported back and monitored by each Panel. The exception to this is the Public Services Board Scrutiny Performance Panel, whose letters will also be reported as this committee is the designated committee for scrutinising Swansea Public Services Board (for the purposes of the Well-being of Future Generations (Wales) Act 2015). However all Performance Panel conveners will provide a progress report to the committee, including summary of correspondence with Cabinet Members and outcomes.

## 3. Letters Log

- 3.1 This report contains a log of scrutiny letters produced to enable the committee to maintain an overview of letters activity over the year – see **Appendix 1**. The letters log also shows the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale.
- 3.2 The following letter(s) are also attached for discussion see **Appendix 2**:

	<b>Activity</b>	<b>Meeting Date</b>	<b>Correspondence</b>
a	Committee (Cabinet Member Q & A)	9 Oct	Letter to / from Cabinet Member for Children, Education & Lifelong Learning
b	Emergency Planning & Resilience Working Group	11 Oct	Letter to / from Cabinet Member for Service Transformation & Business Operations (Deputy Leader)

c	Committee (Castle Square Pre-Decision)	17 Oct	Letter to / from Cabinet Member for Culture, Tourism & Major Projects
d	Building Sustainable Communities Inquiry Follow Up	17 Oct	Letter to Cabinet Member for Future Generations
e	Committee (More Homes Pilot Scheme Pre-Decision)	13 Nov	Letter to / from Cabinet Member for Housing, Energy & Building Services
f	Community Cohesion & Hate Crime Working Group	14 Nov	Letter to Cabinet Member for Stronger Communities
g	Child & Adolescent Mental Health Services Inquiry Follow Up	15 Nov	Letter to Cabinet Member for Health & Wellbeing

### 3.3 Key Points:

3.3.1 Emergency Planning & Resilience Working Group - The Working Group on 11 October looked at the Council's Emergency Management Service. It enabled questions about arrangements and resources that are in place, the level of preparedness for emergencies, and challenges to the service. Amongst recommendations made, the Working Group has asked for consideration to be given to establishing a formal Council Committee to support emergency planning. Scrutiny Councillors were also concerned whether there was enough communication and information with local councillors to improve preparation and response, and have asked for this to be addressed. The Cabinet Member's response confirms action that will be taken against each of the scrutiny recommendations, including the establishment of a Members Emergency Planning Forum.

3.3.2 Building Sustainable Communities Inquiry Follow Up - The Building Sustainable Communities Inquiry Panel considered progress against agreed recommendations and impact of its work. This work focussed on the authority's efforts to develop and promote community action, which was one of the Council's priorities around Building Sustainable Communities. The Panel heard that there was now a stronger focus on supporting volunteer participation in relation to community buildings and open spaces, with a range of guidance materials available. The Panel was pleased with the delivery of actions against scrutiny recommendations, including action on improving communication with community groups and establishing an annual celebration of community work. The monitoring on the inquiry is now complete.

3.3.3 Community Cohesion & Hate Crime Working Group - This Working Group enabled information and discussion / questions about the council's work to support and promote community cohesion and tackle issues and effectiveness, and consider the current situation. The Working Group is asking the committee to agree for a further Working Group meeting to be held in six months (around May 2018) to focus on Community Cohesion, as they are concerned about the lack of an overarching direction, or strategy, for this aspect. Working Group members also felt that this issue could be a possible future scrutiny inquiry topic or something which could be picked up by the relevant Policy Development and Delivery Committee to develop.

3.3.4 Child & Adolescent Mental Health Services Inquiry Follow Up - The Inquiry into Child & Adolescent Mental Health Services was also followed up. Whilst hearing about some improvements, the Panel agreed that a further follow up meeting was necessary in view of overall progress with the implementation of agreed recommendations. This will take place in around nine to twelve months.

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

4.1 There are no legal implications.

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

5.1 There are no financial implications.

**Background Papers:** None

**Appendices:**

**Appendix 1:** Scrutiny Letters Log

**Appendix 2:** Correspondence between scrutiny and cabinet members



## Scrutiny Letters Log (25 May 2017 - 24 May 2018)

Ave. Response Time (days): 16

(target within 21 days)

% responses within target:

82

No.	Committee / Panel / Working Group	Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Public Services Board Performance Panel	12-Apr	Q & A sessions with PSB Core Group Members	Economy & Strategy (Leader)	09-Jun	29-Jun	20	
2	Adult Services Panel	13-Jun	Pre-decision scrutiny of Adult Services Commissioning Reviews Consultation Outcome	Health & Wellbeing	14-Jun	05-Jul	21	n/a
3	Committee	14-Aug	Pre-decision scrutiny of Catering Commissioning Review	Service Transformation & Business Operations (Deputy Leader)	16-Aug	12-Sep	27	09-Oct
4	Committee	14-Aug	Pre-decision scrutiny of Planning & City Regeneration Commissioning Review	Joint Culture, Tourism & Major Projects and Commercial Opportunities & Innovation	16-Aug	04-Sep	19	09-Oct
5	Committee	14-Aug	Cabinet Member Q & A	Housing, Energy & Building Services	13-Sep	22-Sep	9	09-Oct
6	Child & Family Services Performance Panel	21-Aug	Performance Report July 2017	Health & Wellbeing	13-Sep	26-Sep	13	n/a

7	Adult Services Panel	20-Sep	Access to Social Services pages from Council website	Service Transformation & Business Operations (Deputy Leader)	28-Sep	20-Oct	22	n/a
8	Committee	11-Sep	Cabinet Member Q & A	Service Transformation & Business Operations (Deputy Leader)	29-Sep	20-Oct	21	13-Nov
9	Adult Services Panel	20-Sep	Adult Services approach to Prevention	Health & Wellbeing	02-Oct	n/a	n/a	n/a
10	Schools Performance Panel	21-Sep	EOTAS Update	Children, Education & Lifelong Learning	03-Oct	n/a	n/a	n/a
11	Service Improvement & Finance Performance Panel	06-Sep	Corporate Plan and Commissioning Reviews	Economy & Strategy (Leader)	09-Oct	n/a	n/a	n/a
12*	School Governance Inquiry	25-Sep	Impact Follow up report	Children, Education & Lifelong Learning	12-Oct	31-Oct	19	13-Nov
13	Service Improvement & Finance Performance Panel	16-Oct	Pre-decision scrutiny of Public Protection Commissioning Review	Environment Services	17-Oct	n/a	n/a	n/a
14	Public Services Board Performance Panel	30-Aug	Wellbeing Assessment and Wellbeing Plan	Economy & Strategy (Leader)	17-Oct	01-Nov	15	
15	Committee	17-Oct	Pre-decision scrutiny of Castle Square Regeneration	Culture, Tourism & Major Projects	18-Oct	09-Nov	22	11-Dec

16	Working Group	11-Oct	Emergency Planning & Resilience	Service Transformation & Business Operations (Deputy Leader)	19-Oct	08-Nov	20	11-Dec
17	Adult Services Panel	10-Oct	Performance Monitoring Report and Policy Commitments	Health & Wellbeing	25-Oct	26-Oct	1	n/a
18	Service Improvement & Finance Performance Panel	04-Oct	Welsh Language Annual Report, Q1 Performance Monitoring, Local Government Performance Bulletin	Economy & Strategy (Leader)	25-Oct	n/a	n/a	n/a
19	Building Sustainable Communities Inquiry Panel	17-Oct	Inquiry Follow Up	Future Generations	07-Nov	n/a	n/a	11-Dec
20	Committee	11-Sep	Oceana Building Demolition (Confidential)	Economy & Strategy (Leader)	09-Nov			
21	Committee	09-Oct	Cabinet Member Q & A	Children, Education & Lifelong Learning	09-Nov	29-Nov	20	11-Dec
22	Schools Performance Panel	18-Oct	21st Century Schools and School Improvement Service	Children, Education & Lifelong Learning	09-Nov			
23	Service Improvement & Finance Performance Panel	01-Nov	Waste, mid-year budget statement, Reserves	Economy & Strategy (Leader)	14-Nov	22-Nov	8	n/a
24	Child & Family Services Performance Panel	14-Nov	Additional Needs Commissioning Review	Health & Wellbeing	14-Nov			
25	Committee	13-Nov	Pre-decision Scrutiny - More Homes Pilot Scheme	Housing, Energy & Building Services	15-Nov	22-Nov	7	11-Dec

26	Committee	13-Nov	Pre-decision Scrutiny - Liberty Stadium	Joint Leader and Service Transformation & Business Operations (Deputy Leader)	15-Nov			
27	Child & Family Services Performance Panel	30-Oct	Performance Report September 2017, Western Bay Adoption Service	Health & Wellbeing	21-Nov	01-Dec	10	n/a
28*	CAMHS Inquiry Panel	15-Nov	Follow up to CAMHS Inquiry	Health & Wellbeing	27-Nov	n/a	n/a	11-Dec
29	Schools Performance Panel	16-Nov	Olchfa and Parklands collaboration on New Curriculum	Children, Education & Lifelong Learning	29-Nov			
30	Working Group	14-Nov	Community Cohesion and Hate Crime	Stronger Communities	30-Nov	n/a	n/a	11-Dec
31	Committee	13-Nov	Cabinet Member Q & A	Health & Wellbeing	01-Dec			
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**To/  
Councillor Jennifer Raynor  
Cabinet Member for Children,  
Education & Lifelong Learning**

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Linell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**Scrutiny**

**01792 637257**

**scrutiny@swansea.gov.uk**

**SPC/2017-18/7**

**09 November 2017**

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Children, Education & Lifelong Learning following the meeting of the Committee on 9 October 2017. It is about 21st Century School Programme, Sale of Surplus Education Land, Welsh Education Strategic Plan, Education Inclusion, School Catchment Areas, School Curriculum, Challenge Advisors, Education Psychologists, School Governing Bodies, Delegated School Budgets, Pupil Health and Free Childcare Pilot.

Dear Councillor Raynor,

### **Cabinet Member Question Session – 9 October**

Thank you for attending the Scrutiny Programme Committee on 9 October 2017 and answering questions on your work as Cabinet Member for Children, Education & Lifelong Learning. We wanted to explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

Thank you for providing a written paper, giving headlines from the cabinet portfolio, in support of your appearance. We also thank the assistance of Nick Williams, Chief Education Officer, and Kathryn Thomas, Head of School Support Unit, in our discussion. You took the opportunity to highlight the following:

- Improved performance in pupil attainment in the Foundation Phase and Key Stages 2 and 3
- Submission in respect of the Welsh Government 21<sup>st</sup> Century Schools Programme

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR 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)

- Cynnydd Project - European Social Fund project to support young people (11-24) at risk of becoming NEET (Not in Education, Employment or Training) which is making a difference

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:

### **21<sup>st</sup> Century School Programme**

We asked about the Council's priorities for the Welsh Government's 21st Century Schools and Education Programme. Committee Members wanted to understand the prioritisation process that determines which schools across Swansea will benefit, subject to funding approval.

We were told that all schools have condition surveys which have informed suitability for inclusion in the programme, taking into account guidance that has been provided by the Welsh Government about local assessments. You stated that primarily allocations focus on improving school buildings, though we noted that the projected demand for places was also a relevant factor.

You reported that the Band B submission was for £149.7m, which was reflection of a consistent objective assessment and prioritisation of condition, suitability and sustainability issues as well as areas of basic need for additional provision. You were expecting to hear the outcome from the Welsh Government in November.

### **Sale of Surplus Education Land**

We queried that total sale value of surplus school field sites disposed of since 2012, how capital proceeds have been used, and what percentage such proceeds represent in relation to overall school capital spend over the period.

You clarified that no school land or facility, that was required for education purposes, had been disposed of. However, some parcels of land with school estates had been sold which were either vacated or surplus and not being used for education (e.g. at Cefn Hengoed, and the former Pupil Referral Unit building). Although we did note that Olchfa Comprehensive School have come up with a proposal in relation to their playing fields.

You confirmed that in relation to surplus education land / assets £3.6m has been receipted since 2012, but this represented a very small percentage of overall capital requirements, for example the scale of investment for the 21st Century School Programme Programme's first phase (known as Band A) was £51.3m, with a local contribution of 50%.

## **Welsh Education Strategic Plan**

You reported that the new Welsh in Education Strategic Plan (WESP) 2017-2020, which has been out for consultation, has been revised in accordance with amendments required from Welsh Government, following their review of all WESPs in Wales. We noted that this is due for publication in November 2017.

Committee members recognised improvements to the Plan and asked specific questions about proposals and outcomes. There was concern amongst members about targets for Welsh medium provision e.g. Outcome 1 (More 7-year-old children being taught through the medium of Welsh) - 18% of 7 year olds by 2024 We wanted to know the evidence base for developing this as a challenging target. You undertook to provide more information on this.

We also asked about the LDP (Local Development Plan) Strategic Sites which will see additional housing developments and increase demand for school places. We asked about the criteria that will determine whether additional provision, which would likely include S106 developer contributions, would be for Welsh or English medium. You explained that decisions would be informed by data about language, type of housing development, and pressures on existing Welsh medium education, and provision would be allocated accordingly.

With regard to Outcome 2 (More learners continuing to improve their language skills on transfer from primary to secondary school) we noted just under a 79% progression rate from Welsh medium childcare settings to Welsh medium nursery and primary. This is in contrast to a high progression rate from primary to secondary. You provided assurance to the committee that there were plans to improve upon this transfer rate.

## **Education Inclusion**

We invite all scrutiny councillors to suggest questions that we should raise with cabinet members. We were asked on this occasion to find out about steps you have taken to ensure that education is valued by all and even the most challenging students are enabled to thrive.

You told us about the additional support provided to Looked After Children (LAC) in the school system, helped by the Pupil Development Grant. You reinforced the message that all schools should have a LAC Governor.

You also referred to the training that is available to schools (run by the regional education school improvement consortia, ERW) to improve awareness, and help schools and teachers understand and deal with children and young people affected by bereavement, attachment issues, family break-ups or other adverse experiences, that may be affecting their learning.

You also spoke about the improved collaborative working between education and social services resulting in a whole family approach, with initiatives such as 'Team Around the Family' and 'Team Around the School' where additional support is required.

We stressed the need for every school and every teacher to champion inclusion, and have the resilience to support challenging pupils.

We asked you about progress with plans for the development of a new facility to house Education Other Than At School provision on the Cockett House Site. You told us that site investigations have commenced, but plans are subject to the outcome of the authority's Band B submission to the Welsh Government. However this was noted as being the Council's number one priority within the 21<sup>st</sup> Century Schools and Education Programme.

### **School Catchment Areas**

You were asked to explain the criteria used to determine catchment areas for schools, and whether revisions have been made over time.

The committee noted the history in terms of developing catchment areas and purpose. We recognised the change over time in relation to growth in parental choice and the inability of the LEA to guarantee school places based on residence within catchments.

We were advised that a review of catchment areas was unnecessary and unlikely to have significant benefits within the current system. However, any review would be aligned with the future capital programme (and Local Development Plan) as it could affect the education footprint within Swansea.

### **School Curriculum**

Further to a recent Council question about declining take up of modern foreign languages in school we asked you about your influence, and that of the LEA, generally on the school curriculum and teaching in schools.

You stressed that the national curriculum is set and schools have delegated budgets and make the decisions about teaching and subjects. It was down to schools and school governing bodies to plan long-term, and this would be influenced by financial pressures. We acknowledged that whilst the council can try to influence it cannot direct the curriculum, which dictate that certain things have to be taught, or the choices made by schools and available to pupils.

We were concerned whether important issues such as global citizenship and sustainability (including environmental issues) were given due regard within the curriculum. We were told that this is part of the new curriculum and teaching of these issues would be commented upon by inspectors.



We also asked whether there was any impact on Wales following the changes to the GCSE grading system in England. You stated that it was too early to assess impact, and no issues were apparent, but would be closely followed.

### **Challenge Advisors**

We have previously discussed with you the work of Challenge Advisors, issues relating to staff recruitment and retention, and continuity / connection with schools.

In your update we noted that there is a consistent challenge to schools which has shown strong progress since the local authority inspection in 2013. You reported that there are now effective standardised processes in place to ensure rigorous challenge (i.e. deep data analysis, tighter reporting mechanisms and quality assurance procedures).

We asked about the relationship they have with schools, and whether there have been issues, e.g. where there may have been conflicting views about performance of a school and categorisation. We understood that there was a process of mediation if necessary however you were not aware of any instances of break-down in communication. The relationship with Estyn inspectors was also raised.

We also asked you about the training provided to Challenge Advisors and respective role of the ERW regional consortia and local efforts in developing the team of officers. We heard that as well as regional events there are group meetings held locally to ensure strategic direction, consistency, quality assurance, and sharing of practice.

### **Education Psychologists**

We asked about the provision of Educational Psychologists allocated to schools. We understood that there was a figure of 20 hours per year offered but asked how much flexibility there was e.g. whether some schools could access more should some schools require less. We heard that there were limited resources, and a formula was used to determine the level of service, but the general position was that most schools would like more. We recognised there was pressure on this service.

It was unclear to us whether all schools were allocated a fixed set of hours and were told further information on this would be provided. We wanted clarity about whether there was scope for a particular school to be able to access more than the quoted 20 hours.

## **School Governing Bodies**

We asked about confidence in relation to the effectiveness of school governing bodies, which we understand is something which Estyn inspectors are looking more closely at.

The committee acknowledged that whilst there was some excellent practice, practice varied across Swansea. However it was highlighted to the committee that there is now a greater link between governing bodies and work of Challenge Advisors. There was also support from the Pupil and Governor Unit to help governing bodies to provide more effective challenge, including an initiative to attend governing body meetings to provide direct support to governors.

## **Delegated School Budgets**

We were interested in the level of devolved budgets and delegation of funding. We understood there was a Welsh Government target of 85%. You told the committee that last year the figure was 83.7%, which was felt to be lower than expected.

## **Pupil Health**

Members were concerned about the risk to pupils' respiratory health from contracted school buses / coaches transporting them to/from school e.g. engines left running around the school gates. We asked you about steps taken, or planned, to minimise this risk to health.

You recognised that there was work to be done on this. However, you stated that the Council already had requirements in place in relation to the age of vehicles that can be used and roadworthiness, and compliance with statutory emission limits. You explained that diesel vehicles required a certain temperature for fuel efficiency which may explain why engines are left running. You stated that some car users dropping / picking pupils were also contributing to the problem.

You agreed that an information campaign was necessary to highlight the harmfulness of vehicle exhaust emissions around schools, given the particular vulnerability of the developing lungs of young people of school age, as well toddlers, who are closer to ground level. You stated that you could contact transport contractors / taxi firms to get them to stop, as well as discourage parents / carers. The committee agreed that a campaign was necessary, given the serious health implications.

## Free Childcare Pilot

We discussed the recently announced 30 hour free childcare pilot, which we understand will be available to a number of areas in Swansea, for working parents (minimum 16 hours per week). You flagged up one issue concerning requirements that all childcare schemes must be registered with the Care and Social Services Inspectorate Wales (CSSIW). You pointed out that this disadvantaged extensive schemes that schools may be offering but not necessarily recognised as qualified under CSSIW rules.

We noted that Swansea is one of a few places to be chosen in Wales and as a pilot it will tease out any issues that will inform improvements to the scheme and any further roll-out across Wales.

## Your Response

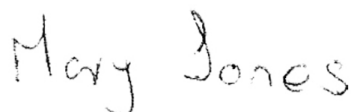
In your response we would welcome your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to our request for:

- Further information about the evidence base used to develop the target within the Welsh in Education Strategic Plan (Outcome 1 - More 7-year-old children being taught through the medium of Welsh; 18% of 7 year olds by 2024.
- Clarity about the level of Education Psychology service that is available to schools and scope for a particular school to be able to access more than their allocation.
- An information campaign to reduce the health risk caused by vehicle exhaust emissions around schools, including advice to transport contractors / taxi firms used to drop off / pick up pupils.

Please provide your response by 30 November. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,



## COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

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

Councillor Mary Jones  
Chair  
Scrutiny Programme Committee

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*Our Ref:* JR/JW  
*Your Ref:*  
*Date:* 29 November 2017

**BY EMAIL**

Dear Councillor Jones

**CABINET MEMBER QUESTION SESSION – 9 OCTOBER 2017**

Thank you for your letter dated 9 November 2017 following my attendance at the Scrutiny Programme Committee on the 9 October 2017. I respond as follows to the issues and questions raised in your letter.

- Further information about the evidence base used to develop the target within the Welsh in Education Strategic Plan (Outcome 1 - More 7-year-old children being taught through the medium of Welsh; 18% of 7 year olds by 2024.

The Welsh in Education Strategic Plan (WESP) states that “Subject to Welsh Government approval, our 21<sup>st</sup> Century Schools Programme Band B submission would support a challenging target of approaching 18% across the whole Welsh-medium sector by 2024.”

This target is based on an assumed continuing trend of growth in demand for Welsh-medium places and as such, is higher than current projections that are based on current known pupils and a three-year rolling average coming into the system. The projections used for this are:

**Welsh Medium - National Targets**

**(NB: WESP annual targets consider pupils at Year 2)**

Jan 17 base data

Current WM pupil numbers (FT) – Primary	2,741
Current WM pupil numbers (FT) – Secondary	1,642
<i>Overall WM pupil numbers currently (FT)</i>	<u>4,383</u>
Current total pupil numbers (FT) - Primary	18,743
Current total pupil numbers (FT) - Secondary	13,235
<i>Overall total currently (FT)</i>	<u>31,978</u>

Current % WM pupil numbers (FT) - Primary	14.6
Current % WM pupil numbers (FT) - Secondary	12.4
<i>Overall % WM pupil numbers currently (FT)</i>	<u>13.7</u>

<b>Projected 2023 WM pupil numbers (FT) - Primary</b>	<b>3,288</b>
<b>Projected 2023 WM pupil numbers (FT) - Secondary</b>	<b>2,600</b>
<b><i>Overall Projected 2023 WM pupil numbers (FT)</i></b>	<b><u>5,888</u></b>

Projected 2023 total pupil numbers (FT) - Primary	18,414
Projected 2023 total pupil numbers (FT) - Secondary	14,560
<i>Overall total projected 2023 (FT)</i>	<u>32,974</u>

Projected 2023 % WM pupil numbers (FT) - Primary	17.9
Projected 2023 % WM pupil numbers (FT) - Secondary	17.9
<i>Overall % WM pupil numbers projected 2023 (FT)</i>	<u>17.9</u>

- Clarity about the level of Education Psychology service that is available to schools and scope for a particular school to be able to access more than their allocation.

The Educational Psychology Service uses a time allocation model of service delivery based on a formula which is calculated each year as well as when there are significant changes in staffing. Therefore, there is no fixed number of hours a school receives except that all schools receive a minimum entitlement of 9 hours per year, the equivalent of 1 visit per term.

The formula dedicates 85% of available educational psychology time to school based work and then divides this up on the basis of a formula which takes account of school numbers, free school meals and the number of pupils in the school with special educational needs as identified through the SEN Survey.

A) Schools have been allocated time according to the numbers of pupils in each school who fall in the following categories, with a weighting given for each category, as follows:

CATEGORY:	RELATIVE WEIGHTING PER PUPIL
1) Mainstream pupils	.10
2) Free school meals pupils	.10
3) "A" band pupils	.20
4) "B" band pupils	.85
5) "C" band pupils	1.60
6) "E" band statemented pupils	3.00
7) "F" band statemented pupils	4.00
8) "G" band statemented pupils	5.00

B) The number of visits allocated to schools in advance are "rounded up" so that all schools receive at least one visit per term.

C) The amount of time allocated to schools resulting from each of the categories is as follows:



The other 15% is used for a range of activities including team meetings, essential training (CPD) activity to maintain practising psychology status as well as strategic work for the authority, supporting tribunal work etc. However, now that the Sen Survey is no longer running the service is looking at new models of time allocation to fit with its broad vision which has been developed as part of the ALN Commissioning Review. This is an opportunity to look at the work of the Education Psychology Service in a transformational way so that it provides services in a timely and flexible way to intervene early and preventatively to avoid the escalation of needs and reduce demand for statutory services. This may mean shifting the weighting given towards early and preventative work from statutory work related to pupils with statements.

- An information campaign to reduce the health risk caused by vehicle exhaust emissions around schools, including advice to transport contractors / taxi firms used to drop off / pick up pupils.

The local authority (LA) ensures that all taxis used on school transport have to be licensed and have valid MOT certificates which include vehicle emissions testing. All large school transport buses must be under 15 years old and minibuses under 12 years old.

The Terms and Conditions for our home to school transport services also state that where layover time exceeds 10 minutes at any collection point, that the engine should be switched off.

A reminder will be sent to all contractors to remind them of the risk caused by vehicle exhaust emissions around schools and the need to switch off engines when parked for drop off and collection of pupils.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J Raynor', written in a cursive style.

**COUNCILLOR JENNIFER RAYNOR  
CABINET MEMBER FOR CHILDREN, EDUCATION & LIFE LONG LEARNING**



**To/  
Councillor Clive Lloyd  
Cabinet Member for  
Service Transformation and  
Business Operations**

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Llinell Uniongyrochol:*

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Eich Cyf:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

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**BY EMAIL**

**19<sup>th</sup> October 2017**

**Summary:** This is a letter from the Emergency Planning and Resilience Working Group to the Cabinet Member for Service Transformation and Business Operations following the meeting of the Working Group on 11<sup>th</sup> October 2017.

Dear Councillor Lloyd,

The Emergency Planning and Resilience Working Group met on the 11<sup>th</sup> October to have an overview and service update from Craig Gimblett. This letter provides you with feedback from our meeting.

### **Emergency Planning and Resilience**

The Working Group is grateful to Craig Gimblett for providing an overview on this topic and for answering follow up questions.

Whilst the Panel found the Working Group informative and interesting, it did have some questions and concerns.

1. There is concern over the gap in Councillor knowledge in relation to this area. There has been no communication about the work which has been undertaken, and the previous booklet which was sent out containing information for Councillors has not been made routinely available.

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



We recommend that all Councillors are sent the relevant up to date booklet, and any new Councillors are sent it as matter of urgency.

All Councillors need to know;

- What to do/not to do in the case of an incident, for example, where the rest centres are.

2. There seems to be little reference to Business Continuity in relation to Emergency Planning and Resilience. The Working Group feels that this issue has not been explored or given the attention it warrants. Given the amount of business development in Swansea, this is an important issue – can you outline your plans in relation to Business Continuity if there was an incident?

3. We understand the role of various stakeholders in the case of an incident; however, we also feel that the third sector has a role to play. Their specialist nature could make a significant contribution and their experience in working with vulnerable people would be invaluable.

4. The Panel feels it would be sensible that any Councillor who has a building/venue in their ward which could potentially be classed as having a higher risk of incident should be mandated to attend training with the relevant department. This would ensure they can be properly prepared and know how to support residents if an emergency arises.

5. The Panel feels that additional resources should be directed into the Emergency Planning and Resilience Department, both financially and in relation to staff. The current budget and capacity seems small given the topical nature and breadth of work required from the department. This should also help to address the lack of provision around Business Continuity.

6. The Working Group feels strongly that a dedicated Resilience Committee for Emergency Planning, which would be proportionate, needs to be formed as a matter of urgency. It would be up to each member to then feedback relevant information to their political groups. The Working Group felt this should be established before the next training exercise and the Committee should meet quarterly.

Please provide your response by 9<sup>th</sup> November 2017. We would hope to include this letter in the agenda of the next Panel meeting.

Yours sincerely,



**Councillor Mary Jones**

Convener, Emergency Planning and Resilience Working Group

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

**Councillor Mary Jones**  
**Convener – Emergency Planning and**  
**Resilience Working Group**

**BY EMAIL**

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*Our Ref:* CL/KH  
*Your Ref:*  
*Date:* 7<sup>th</sup> November 2017

Dear Councillor Jones

Thank you for your letter and feedback in relation to the Emergency Planning and Resilience working group meeting of the 11<sup>th</sup> October 2017. In answer to the points raised I can confirm the following, but should you have any further questions please do not hesitate to raise them.

1. A new members handbook is in development, which will be completed and circulated in 2018. In the interim the members incident protocol will be re-circulated to all members in the next few days to raise visibility and awareness.
2. With limited resources, external business continuity work has been touched upon, whilst addressing the risks primarily within the city centre including night time economy. As a Local Authority we do have a legal requirement to provide business continuity advice to small businesses and voluntary organisations, which will be addressed by the formation of an external webpage, which will contain templates, guidance, and signposting and contact details for local businesses which we expect to be completed early in 2018.
3. Swansea Council already works extensively with the 3<sup>rd</sup> sector, particularly the British Red Cross and other voluntary sector groups as part of the South Wales Local Resilience Forum. This ensures a consistent regional and national approach. Plans are also being looked at in relation to the management of spontaneous volunteers, to further enhance future capabilities and coordination.
4. A program of awareness training for members will be made available in 2018, whether this should be made mandatory will obviously be a matter for further discussion, but it is my hope that all members will voluntarily take the opportunity to attend the training.
5. Resources are as you're aware under constant review and particular scrutiny at the moment due to budgetary pressures. Staffing and funding for the Emergency Management Service is however being looked at by the Corporate Management Team (CMT) in January as the service will have operated as a stand-alone unit for 12 months, which was already planned in November 2016 by CMT when the decision to leave the previous joint working arrangement was unanimously made.

6. I have already discussed this issue with Craig Gimblett; our thoughts are that a Members Emergency Management Forum, with representatives from all political parties should be formed. This I will circulate a request for shortly, although I feel that 6 monthly meetings are more appropriate, particularly if the working group continues in addition. This will be formed at the earliest opportunity, but due to the planning for the exercise and significant pieces of work around the protection of Christmas events in the city centre, forming the group before, or during December will unfortunately not be possible.

It is my hope that this response answers your questions, but I would like to highlight that a considerable amount of work has been undertaken by the service through 2017. This has significantly improved arrangements for Swansea and increased levels of public safety in a very short period of time through prioritising areas of work.

Yours sincerely



**COUNCILLOR CLIVE LLOYD  
DEPUTY LEADER & CABINET MEMBER FOR SERVICE TRANSFORMATION  
& BUSINESS OPERATIONS**

**To/  
Councillor Robert Francis-Davies  
Cabinet Member for Culture,  
Tourism & Major Projects**

**BY EMAIL**

cc: Cabinet Members

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Scrutiny

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SPC/2017-18/5

18 October 2017

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Culture, Tourism & Major Projects following the meeting of the Committee on 17 October 2017. It is about Castle Square Regeneration.

Dear Councillor Francis-Davies,

**Pre-decision Scrutiny of Cabinet Report:  
Castle Square Regeneration**

The Scrutiny Programme Committee met on 17 October to consider the report that you are presenting to Cabinet on 19 October, and give a view on the proposed decision.

This follows consideration of your two preceding reports on development opportunities concerning Castle Square, most recently in March 2017.

You will recall that, although supportive, the Committee wanted Cabinet to carefully consider a number of issues in particular concerns about possible impact on public access / events and future capacity, and the Council's control over such issues.

We thank you and the Leader for attending our meeting, along with the report author Gail Evans, to present the report and answer our questions. We noted that this new report states that recommended development options would retain the same amount of public space currently enjoyed (with no net loss), but transformed into a greener, more vibrant space; and will support the continuation of public events in the Square. Furthermore, the Square will

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remain in public ownership. Also acting as developer will give the Council control over the design of the enhancement scheme, letting and future management.

Overall the Committee understands the rationale behind, and remains supportive of the desire to seek interest in the development and improvement of Castle Square. We agree that things need to change. The Committee therefore does not object in principle to the proposed decision, which Cabinet is being recommended to take.

However, acting as a 'critical friend', the Committee agreed that Cabinet should carefully consider the following important issues before proceeding:

- **Is the timing right?** – The Committee felt that there is a danger that the Council is trying to develop too much at the same time. We would challenge the need to get on quickly with this scheme when there are bigger plans in place for the City Centre (Swansea Central), where it would make more sense for proposals for Castle Square to fit within the bigger scheme (e.g. St David's), once that has been delivered; and possibly then make the Square an even more attractive proposition for commercial interest. We would ask Cabinet to think about the strategic planning and what urgency there is about developing Castle Square.
- **What about the financial risk?** – The Committee is concerned that the Council could be saddled by the capital costs (estimated as £7-8M) which it will have to meet from unsupported borrowing to fund site development. There will be a funding gap, pending future income streams. Cabinet should be aware of the risk that this presents to the Council's revenue budget, and consider how confident it is of success. There should also be caution given the extent of other borrowing in relation to other development schemes (including the City Deal), which this will add to. Cabinet should consider how the public would view this additional spending.
- **Are comparisons with elsewhere correct?** – The Committee did not feel that the Square was comparable to destinations such as Oyster Wharf, Knab Rock, and the 360 along the Bay, and guaranteed to mirror the success seen in these places. There is a lot more competition in the City Centre and it is going to be critical to land the right tenants.
- **Have you identified the best commercial use?** – We felt that the establishment of a mix of smaller cafés would likely be more of draw to the public and successful than a large restaurant, a number of which can already be found within close proximity to the Square. It is also important that the café 'culture' being sought for the Square does not over time in reality become an extension of Wind Street and drinking space.
- **How much public space will be retained?** – Whilst you confirmed that there will be no net loss of public space, it is unclear from your report whether the 1800 sqm quoted in the draft marketing brief (para 5.1), as being the minimum area to be retained for public space (for events and activity), is equal to currently available open space. Furthermore it is not

clear whether outside seating is being counted as part of the retained public space. There is still some concern amongst members about the possible negative impact of development on the ability to use the Square for events, including marches, demonstrations and vigils.

- **What will this guarantee about the future maintenance of Castle Square?** – Cabinet should be clear exactly what can be realistically achieved from commercial development in terms of enabling funds for the future maintenance of the Square, and what such hypothecated / ring-fenced / sinking fund could be used for.
- **Are you dealing with anti-social and other behaviour?** – We understand that there have been incidents of anti-social and other unpleasant behaviour within Castle Square, which is part of the reason to improve things. However rather than moving the problem on the Council needs to deal with and reduce such issues, which members felt also affected the High Street.
- **Will movement routes around the Square be improved?** – As the Square is developed a solution to existing areas of pedestrian and vehicle conflict should be found.

The Committee will continue to follow the regeneration of Castle Square closely and it is our intention that future cabinet reports will be subject to pre-decision scrutiny.

### **Your Response**

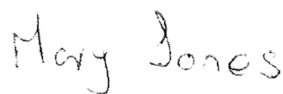
We would be grateful for a written response to this letter so that the Committee is informed of the decision taken by Cabinet and its consideration of the views expressed by the Committee, whether accepted or rejected.

We would like confirmation about the area that will be retained for public space and how that compares to currently available open space; and whether areas of outside seating would be separate to the retained public space.

It would be helpful to receive your reply to this letter by 8 November. We will then include both letters in the agenda of the next available committee meeting.

Finally, we look forward to further discussion within scrutiny about the future of Castle Square.

Yours sincerely,



### **COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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Councillor Mary Jones  
Chair  
Scrutiny Programme Committee

**BY E MAIL**

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*Our Ref:* RFD/CM  
*Your Ref:* SPC/2017-18/5  
*Date:* 9 November 2017

Dear Councillor Jones

**PRE-DECISION SCRUTINY OF CABINET REPORT – CASTLE SQUARE  
REGENERATION**

Thank you for your letter dated 18th October 2017 with regard to the Cabinet report on Castle Square Regeneration that was discussed at Scrutiny Programme Committee on 17th October 2017.

We thank you for your support with this important scheme for the regeneration of Castle Square. The questions set out in your letter raised some interesting and relevant points, and we have reflected and consulted further on these and our response is outlined below.

**Timing of the Castle Square Project**– Swansea’s City Centre is at the start of a transformational period and new developments at Swansea Central, the Arena and the enhancement of Kingsway, are likely to significantly raise the profile and market interest in the City Centre. There is therefore an important opportunity now to ensure that the quality of public space and any proposed new commercial opportunity at Castle Square complements proposed new developments elsewhere in the City Centre and aligns with them in terms of quality and design. Comprehensive improvements in landmark locations such as Castle Square will contribute significantly towards the visitor experience, influence perceptions of the City Centre, improve dwell times, and enhance its overall attractiveness as a place for leisure and shopping.

**Financial Risk** – As the Cabinet report acknowledged, the regeneration of Castle Square could have a significant capital cost and will represent a significant investment in the heart of the City Centre. The necessary budget identified is a broad estimate, and the sum indicated is a reflection of the need for a high quality scheme which is well-designed, accessible and integrated with adjacent areas. It also is a reflection of how important the Square is in terms of public use and perceptions of the City Centre. Further public consultation and engagement will be undertaken in due course.





**Nature of Commercial uses and Comparisons** – The Council's consultants Cushman Wakefield have reviewed a series of development options for the Square and undertaken a high level appraisal of development viability of each of them. Their advice has concluded that there are viable development options within the Square, and that 200sqm would present the optimum footprint. However the consultants have advised that the development of a mix of smaller cafes in the Square may compete and have an adverse effect on existing food and beverage units within the City Centre, particularly within Swansea Market. As the developer and landowner, the Council will have more control over the future use of the future commercial occupier and activity in the Square. In the recent Scrutiny Committee meeting (17.10.17), comparisons were drawn with examples of food and beverage locations from elsewhere around Swansea such as Oyster Wharf and Verdis. Although these popular and successful leisure destinations have a distinctive site context, the objectives are similar and a new commercial development in Castle Square should be high quality, innovative and attract a broad range of clientele with a family focus. Castle Square is a landmark location with significant potential for a distinctive development and offer in the City Centre. The Development and Marketing brief for the site will draw on high quality precedent examples for both new buildings and public realm from other towns and cities across the UK.

**Retention of public space** – Current advice from the Council's Tourism, Marketing and Events team suggests that there is 1600sqm area of space available for events which increases slightly if the ramped areas are used. Further estimates undertaken suggest an indicative minimum figure of 1800sqm should be retained for public space (for events and activity). This is a measurement taken from the foot of the steps and incorporating at least part of the grassed areas adjacent to Princess Way and the area currently occupied by the fountain. It should be emphasised that is an indicative figure and guide to space requirements, which will need to be considered in the context of any emerging design solutions in due course.

**Future maintenance of Castle Square** – Future maintenance needs will be a fundamental consideration both in terms of the design and materials used in the construction of any buildings, new public realm and future maintenance regimes in the Square. Full consultation will be undertaken and further discussion and agreement on future maintenance requirements, and appropriate arrangements will be put in place to ensure these are effective.

**Anti-social and other behaviour** – Anti social behaviour particularly during the night time is a problem which affects many City Centres. The Council is working with partners through schemes such as the Purple Flag initiative a make Swansea's City Centre feel safer, cleaner, and more attractive and accessible during the evening and night time period. Given the function of the Square as a gathering place and its proximity to Wind Street, the design of any new public space will be the subject of specialist advice from the Police Architectural Liaison Officer and the Welsh Counter Terrorism Advisor.

**Page 3**

**Improvement of movement routes around the Square** – Castle Square is in a pivotal location in the City Centre, at the intersection of a number of important pedestrian routes. The integration of Castle Square with adjacent areas is a key objective set out in the draft Development and Marketing Brief. This document highlights the importance of any future scheme integrating areas such as Wind Street, St Marys Church and the Castle, and addressing areas of potential pedestrian and vehicle conflict.

I trust the above responds comprehensively to the points raised in your letter and look forward to working with you as this important scheme for Swansea City Centre progresses.

Yours sincerely



**COUNCILLOR ROBERT FRANCIS-DAVIES  
CABINET MEMBER FOR CULTURE, TOURISM AND MAJOR PROJECTS**

**To/  
Councillors June Burtonshaw and  
Mary Sherwood  
Cabinet Members for Future  
Generations**

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**BY EMAIL**

7<sup>th</sup> November 2017

**Summary:** This is a letter from the Building Sustainable Communities Inquiry Follow Up to the Cabinet Members for Future Generations following the meeting of the Panel on 17<sup>th</sup> October 2017. It reflects on the Follow Up meeting of the Building Sustainable Communities Inquiry Panel.

Dear Councillors Burtonshaw and Sherwood,

The Building Sustainable Communities Inquiry Follow Up Panel met on the 17th October to have an overview and service update from Sue Reed – Community and Recreation Development Manager. This letter provides you with feedback from our meeting.

We were very encouraged to hear about the work which had been undertaken in this important area since the Inquiry, and were grateful to Sue Reed for giving an in depth report and answering questions during the meeting.

We would like to make the following comments;

1. We were pleased with the breadth and level of work which has been undertaken since the original Inquiry. The amount of work is even more notable given the team are working across two areas - Community Buildings and Open Spaces.
2. The support which is offered to volunteers should be publicised more. Not only to raise the profile of the work but to celebrate it. Many of the groups we

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

heard about may not be able to continue without the support the team offer. This would be shame and a loss to the communities in which they are active.

3. Whilst we were pleased that the service has moved forward, we also acknowledge we have to find ways for the community buildings and open spaces in Swansea to survive and remain an important part of our City.

4. During the meeting, we touched on the idea of established groups giving guidance and sharing best practice with newer groups. We feel that this would be an excellent idea going forward with more established community members could be encouraged to share their experience and successes.

5. The Annual Joint Forum meeting between Friends of Parks and Community Centre Committee Members, which took place in June 2017 is an excellent idea. It may be useful to invite Councillors along and hold each meeting at a different community venue each year. This way, more volunteers will be able to attend and highlight what is going on in that particular area.

6. We were very pleased about the work being undertaken in this area in spite of staff losses, from nine to three staff members. We feel that any further cuts to this department would be counterproductive and impact an already stretched service.

7. We would like to see a presentation to Council in 3-6 months around success and progress is recommended. Not only would it highlight departmental good work, but it would also bring to the attention of Councillors the kind of volunteer support available in their wards.

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.**

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Terry Hennegan', written in a cursive style.

**Councillor Terry Hennegan**

Convener, Building Sustainable Communities Inquiry Follow Up  
[Cllr.Terry.Hennegan@swansea.gov.uk](mailto:Cllr.Terry.Hennegan@swansea.gov.uk)

**To/  
Councillor Andrea Lewis  
Cabinet Member for Housing,  
Energy & Building Services**

**BY EMAIL**

cc: Cabinet Members

*Please ask for:  
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*Direct Line:  
Linell Uniongyrochol:*

*e-Mail  
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*Our Ref  
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Dyddiad:*

Scrutiny

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scrutiny@swansea.gov.uk

SPC/2017-18/8

15 November 2017

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Housing, Energy & Building Services following the meeting of the Committee on 13 November 2017. It is about a proposed cabinet decision on the More Homes Pilot Scheme.

Dear Councillor Lewis,

**Pre-decision Scrutiny of Cabinet Report:  
More Homes Pilot Scheme – Milford Way and Parc Y Helyg Sites**

The Scrutiny Programme Committee met on 13 November to consider the report that you are presenting to Cabinet on 16 November, and give a view on the proposed decision.

We thank you and relevant officers for attending our meeting to present the report and answer our questions. This is a matter which we have keenly awaited, having asked you on a number of occasions for information about costs.

We discussed progress with the first pilot house building scheme at Milford Way, and final costs / financial implications. We noted that your report also sought cabinet approval of the release of funds for enabling works at the second pilot site at Parc Y Helyg.

Firstly the Committee agreed that it was fitting to congratulate you and all those involved in delivering the first new council houses for nearly 40 years – homes which are built to high specification and will lift families out of fuel poverty, which is highly commended. We acknowledged that this was a first but significant step forward which will inform the longer term strategy to deliver more affordable and sustainable homes in Swansea.

Although we debated the value for money, cost comparisons and lessons learned from the first pilot scheme and possible approaches to the second site, in terms of the overall decision that the cabinet is being asked to take, the Committee has no issue with the recommendations.

Indeed we welcome a further report on which options should be progressed at Parc Y Helyg, and expected costs. You explained that that report will explore in more detail and provide appraisal of different options comparing build based on 'Passivhaus' standard and, what the report refers to as, a 'Swansea Standard', both in relation to costs and quality. We intend to undertake pre-decision scrutiny on that report, and it would be helpful if you can provide indication of when this is likely to come forward.

Looking at future work we highlighted the following which should be carefully considered:

- Clarity about external works/costs at the outset - one issue which concerned committee members was the extensive drainage works that were required at the Milford Way site to comply with Welsh Water restrictions in the area, and significant impact on overall costs. This was something that should have been anticipated given known issues regarding the Burry Inlet, which have already hampered other developments. You agreed that when making future decisions about sites the likely cost of external works must be considered upfront.
- Greater use of local suppliers – we acknowledged issues with the supply chain in sourcing specialist products, which meet Passivhaus certification standards, that prevented local suppliers from tendering for the work. More should be done to maximise local benefits from future work, without necessarily compromising on principles and standards – supporting suppliers to support us in future projects if we are clear about the specifications we require.
- Clarity about the financial savings derived from these energy efficient homes – we felt that overall costs should be considered alongside the long term savings that would result from the energy efficient build e.g. financial savings to tenants from lower fuel consumption. We felt it would be helpful if this can be quantified in future reports to provide a better picture when assessing costs and benefits. We supported a full evaluation of the properties that would help provide such information.

A number of committee members have been able to visit the Milford Way site and recommended a visit to others. We would be pleased if you were able to arrange for another guided visit for members so that those who have not been able to visit have opportunity to do so.

Finally, I am unable to attend the cabinet meeting on Thursday to feedback the committee's views as contained in this letter. However, the vice-chair, Councillor Terry Hennegan will attend in my absence.

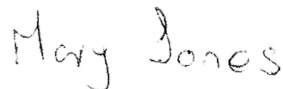
### **Your Response**

We would be grateful for a written response to this letter so that the Committee is informed of the decision taken by Cabinet and its consideration of the views expressed by the Committee, whether accepted or rejected.

Specifically we would appreciate confirmation about timescales for your cabinet report about the design standards at Parc Y Helyg, and whether further arrangements can be made for members to look at the Milford Way scheme.

It would be helpful to receive your reply to this letter by 6 December. We will then include both letters in the agenda of the next available committee meeting.

Yours sincerely,



**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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

Councillor Mary Jones  
Chair  
Scrutiny Programme Committee

**BY E MAIL**

*Please ask for:* Councillor Andrea Lewis  
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*E-Mail:* [cllr.andrea.lewis@swansea.gov.uk](mailto:cllr.andrea.lewis@swansea.gov.uk)  
*Our Ref:* AL/CM  
*Your Ref:*  
*Date:* 22nd November 2017

Dear Councillor Jones

**PRE-DECISION SCRUTINY OF CABINET REPORT:  
MORE HOMES PILOT SCHEME – MILFORD WAY AND PARC Y HELYG SITES**

I refer to your letter dated 15<sup>th</sup> November and the subsequent attendance of the Vice Chair at Cabinet on the 16<sup>th</sup> November.

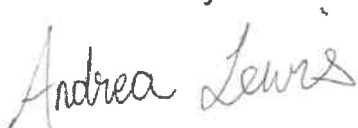
I am grateful for the messages of support for the scheme, both at Scrutiny and in the letter and I will ensure these messages are passed on to all of the officers involved in the project.

As agreed at the meeting we will arrange to bring a further report back to Scrutiny prior to any decisions being taken by Cabinet on the specification for our next site at Parc Yr Helyg. As outlined in the report and your letter we will give particular focus on the external works issues, local supply chains and the "Swansea Standard". We will also seek to give some indicative energy costs for the various options but the actual detail will be limited until a period of monitoring can be carried out, which would be ideally a minimum of 12 months. I would expect this report to come back early in the new year with further reports as appropriate in the future

In the mean time I would be very happy to invite scrutiny to visit the site prior to Christmas to view the completed site and will make arrangements in due course

Thank you again for your support with this exciting pioneer approach to house building in Swansea

Yours sincerely



**COUNCILLOR ANDREA LEWIS  
CABINET MEMBER FOR HOUSING, ENERGY & BUILDING SERVICES**

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**To:**  
**Councillor Will Evans**  
**Cabinet Member for Stronger Communities**

*Please ask for:* Scrutiny  
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*Date* 30 November 2017  
*Dyddiad:*

**Summary:** This is a letter from the Community Cohesion and Hate Crime Working Group to the Cabinet Member for Stronger Communities following the meeting of the Working Group on 14 November 2017.

Dear Cllr Evans

The Community Cohesion and Hate Crime Scrutiny Working Group met on 14 November to look at the work to support and promote community cohesion and tackle issues around hate crime. This letter provides you with feedback from that meeting.

We would like to thank you, Jane Whitmore, Paul Thomas and Duncan Cahill of South Wales Police for attending to present the report and answer questions. We appreciate your engagement and input.

Whilst the Working Group found the meeting informative and interesting, it did have some concerns and we would like to make the following comments:

- We heard that this is a developing area of work and that a partnership approach is very important.
- We also heard that there is an issue around how we tackle problems and bring communities together.
- We expressed our concerns about the reporting of hate crime in the media and on social media. We were particularly concerned about the Evening Post and other local newspapers reporting of hate crime and tensions within communities which could in turn encourage some members of the public to deliberately cause trouble. We would like closer working with local media to encourage more neutral reporting of these issues. We were informed that this is happening and that locally the relationship with the media is improving but that there is not much we can do nationally. We heard that it is very difficult to regulate social media. We feel that education is key to this.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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- The Panel were informed that the police are looking at different ways to obtain tension indicators for hate crime so that they can understand what is going on better. A piece of work needs to be undertaken to join up the information coming in. Councillors can feed into the process by contacting their Police Community Officers (PCOs).
- We had concerns about PCOs working in certain areas as people do not know who they are and what their role is.
- We were pleased to hear that Welsh Government is providing funding to seven organisations. We would like to know how effective these organisations are. Funding does not appear to be filtering down to a local level.
- The Working Group felt there is not enough community cohesion training and training sessions and one and a half hours are not long enough to cover everything that should be covered.
- The Council provides training on specifics but in terms of community cohesion the Working Group suggests we look again at our equalities training. We will share the learning we have from other areas with you and relevant officers.

Following the meeting, we discussed progress and made the following conclusions:

- We feel that the Hate Crime Strategy is a fairly robust framework and a good strategy.
- We felt that there is a lot of work to do on community cohesion as there is no overarching direction or strategy.
- Swansea's definition of community cohesion focusses too much on the crime element. We would like to see a better balance.
- We will be recommending to the Scrutiny Programme Committee that a further meeting of the Working Group be held in six months to focus on community cohesion, as we are concerned about the lack of a plan / strategy for this aspect. We think it would be helpful if the Community Cohesion Coordinator attends the meeting when it reconvenes in six months.
- We feel that community cohesion is a possible future scrutiny inquiry topic or matter which needs to be picked up by the relevant Policy Development and Delivery Committee.

We hope you find this letter useful and informative. We would welcome any further comments on any of the issues raised however **we do not expect you to provide a formal response.**

Yours sincerely



**COUNCILLOR ELLIOTT KING**  
**CONVENER, COMMUNITY COHESION AND HATE CRIME SCRUTINY WORKING GROUP**  
[CLLR.ELLIOTT.KING@SWANSEA.GOV.UK](mailto:CLLR.ELLIOTT.KING@SWANSEA.GOV.UK)



**To:**  
**Councillor Mark Child**  
**Cabinet Member for Health & Wellbeing**

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*e-Bost:*  
*Date* 27 November 2017  
*Dyddiad:*

**Summary:** This is a letter from the Child and Adolescent Mental Health Services Scrutiny Inquiry Panel to the Cabinet Member for Health and Wellbeing following the meeting of the Panel on 15 November 2017. It reflects on the follow up meeting of the Panel.

Dear Cllr Child

The Child and Adolescent Mental Health Services (CAMHS) Scrutiny Inquiry Panel met on 15 November to follow up on progress made on the recommendations from the original inquiry.

We would like to thank you and Julie Thomas for attending to go through the impact report, updating on progress and answering questions. We appreciate your engagement and input. We would however, like to express our disappointment that the Health lead was unable to attend the meeting.

We would like to make the following comments:

- We heard that Western Bay agreed CAMHS as a joint priority for the Regional Partnership Board and has driven it. This is welcomed by the Panel.
- We heard that Local Primary Care Mental Health Services are to be brought back into Abertawe Bro Morgannwg University Health Board (ABMU) from April 2018 to enable integration with local provision. These services need to be more closely aligned with other services including schools, education and social services. Some progress has been made but it is minimal.
- We are pleased that a task and finish group has been set up to look at which model of primary care to take forward when it comes back into ABMU.
- Welsh Government is funding 3 primary care CAMHS liaison posts across the region. The posts have been advertised but will only be appointed on an annual

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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basis. We welcome this funding but are concerned that it is time limited and whether it is sustainable.

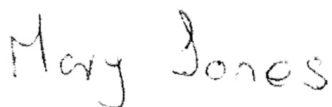
- We are pleased to hear that a positive impact of the inquiry is the front door is being managed more effectively through management of the waiting list for children to be assessed. However it is not meant to be a gatekeeper service and there is still a wait for children to be seen. The Panel is concerned there is still a serious issue at CAMHS front door.
- We have concerns about some of the figures on page 28 of the report, Appendix 1 ABMU Health Board Delivery Plan 2017-19. For example, Measure 2 hit 100% in March 2017 but was only 37.1% in July 2017; Measure 3 was 50% in March 2017 but has been zero since then. It would be useful to see the numbers behind the percentages for these measures.

Following the meeting, the Panel discussed progress and made the following conclusions:

- The impact report shows that 5 of the recommendations have been implemented fully, 6 have been partly implemented and 3 have not been implemented at all.
- We are disappointed with the speed of implementation and progress. However we acknowledge that there is some progress as some of the recommendations have been completed.
- The Panel has agreed that as not all of the recommendations have been completed, it will reconvene in 9 to 12 months to review progress, before monitoring can be concluded. At that time we will be looking for accelerated improvements and outcomes.

We hope you find this letter useful and informative. We would welcome any further comments on any of the issues raised however **we do not expect you to provide a formal response.**

Yours sincerely



**COUNCILLOR MARY JONES**  
**CONVENER, CHILD & ADOLESCENT MENTAL HEALTH SERVICES SCRUTINY INQUIRY PANEL**  
**[CLLR.MARY.JONES@SWANSEA.GOV.UK](mailto:CLLR.MARY.JONES@SWANSEA.GOV.UK)**

## AUDIT COMMITTEE WORKPLAN 2017/18 (For Information)

Date of Meeting	Reports
20 June 2017	<b>Election of Chair and Vice Chair</b> Audit Committee Initial Training <b>Audit Committee Training Programme</b> Wales Audit Office Update Report WAO Financial Resilience Final Report <b>Internal Audit Monitoring Report Quarter 4 2016/17</b> <b>Final Audit Committee Annual Report 2016/17</b> Audit Committee Performance Review 2016/17 - Action Plan Audit Committee Action Tracker Report
11 July 2017 – Special	Financial Management & Accounting Training <b>Draft Statement of Accounts 2016/17</b> <b>Draft Annual Governance Statement 2016/17</b> Risk Management Policy and Framework - Update Audit Committee Action Tracker Report
8 August 2017	Internal Audit Training Governance Training Wales Audit Office Update Report <b>Internal Audit Annual Report 2016/17</b> <b>Corporate Fraud Annual Report 2016/17</b> <b>Internal Audit Monitoring Report Quarter 1 2017/18</b> Audit Committee Action Tracker Report
26 September 2017 - Special	External Audit Training <b>Wales Audit Office ISA 260 Report 2016/17 – City and County of Swansea</b> <b>Wales Audit Office ISA 260 Report 2016/17 – Pension Fund</b> <b>Annual Report of School Audits 2016/17</b> <b>Chief Education Officer Response to Annual Report of School Audits 2016/17</b> Audit Committee Action Tracker Report
9 November 2017 <i>(note changed from 10 October 2017)</i>	Counter Fraud Training <b>Chair of Scrutiny Programme Committee</b> Corporate Governance Review - Progress Update Risk Management Half-Yearly Review 2017/18 Risk/Performance/Governance Update Wales Audit Office Update Report Audit Committee Performance Review Action Plan 2016/17 - Update Audit Committee Action Tracker Report

Date of Meeting	Reports
12 December 2017	<b>Wales Audit Office – Annual Audit Letter 2016/17</b> Wales Audit Office Update Report <b>Internal Audit Monitoring Report Quarter 2 2017/18</b> <b>Recommendations Tracker Report 2016/17</b> Review of Reserves Report Treasury Management & Budgetary Control Update Audit Committee Action Tracker Report
13 February 2018	Wales Audit Office Update Report <b>Wales Audit Office Grants Report 2016/17</b> <b>Internal Audit Monitoring Report Quarter 3 2016/17</b> <b>Internal Audit Annual Plan Methodology 2018/19</b> Audit Committee Performance Review 2016/17 Action Plan - Update <b>Audit Committee Review of Performance 2017/18</b> Risk/Performance/Governance Update Procurement Update Audit Committee Action Tracker Report
10 April 2018	<b>Wales Audit Office Annual Plan 2018</b> Wales Audit Office Update Report <b>Internal Audit Charter 2018/19</b> <b>Internal Audit Annual Plan 2018/19</b> <b>Corporate Fraud Annual Plan 2018/19</b> <b>Draft Audit Committee Annual Report 2017/18</b> Audit Committee Action Tracker Report

*Note: Agenda items in **Bold** are standard agenda items that occur at set times throughout the financial year.*