



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Programme Committee

At: Council Chamber - Guildhall, Swansea

On: Monday, 10 September 2018

Time: 4.30 pm

Chair: Councillor Mary Jones

Membership:

Councillors: C Anderson, M Durke, E W Fitzgerald, L S Gibbard, D W Helliwell, T J Hennegan, B Hopkins, P K Jones, E T Kirchner, W G Lewis, G J Tanner and W G Thomas

Statutory Co-opted Members: D Anderson-Thomas, J Meredith and A Roberts

Councillor Co-opted Members: P M Black, C A Holley, P R Hood-Williams, J W Jones and M Sykes

Agenda

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- 2 **Disclosures of Personal & Prejudicial Interest.**
www.swansea.gov.uk/disclosuresofinterests
- 3 **Prohibition of Whipped Votes and Declaration of Party Whips.**
- 4 **Minutes.** 1 - 5
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 with in a 10 minute period.
- 6 **Cabinet Member Question Session: Cabinet Member for Business Transformation & Performance (Councillor Clive Lloyd).** 6 - 26
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Next Meeting: Monday, 8 October 2018 at 4.30 pm

Huw Evans

Huw Evans
Head of Democratic Services
Tuesday, 4 September 2018
Contact: Democratic Services - Tel (01792) 636923

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Council Chamber - Guildhall, Swansea

Monday, 13 August 2018 at 4.30 pm

Present: T J Hennegan (Chair) Presided

Councillor(s)

C Anderson
D W Helliwell

Councillor(s)

E W Fitzgerald
P K Jones

Councillor(s)

L S Gibbard
W G Lewis

Councillor Co-opted Member(s)

P M Black
C A Holley

Officer(s)

Caritas Adere	Senior Lawyer
Allison Lowe	Democratic Services Officer
Brij Madahar	Scrutiny Team Leader

Apologies for Absence

Councillor(s): M Durke, B Hopkins, M H Jones, G J Tanner and W G Thomas

Statutory Co-opted Member(s): D Anderson-Thomas and A Roberts

Councillor Co-opted Members: P R Hood-Williams and J W Jones

29 Disclosures of Personal & Prejudicial Interest.

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

Councillor A S Lewis declared a personal interest in Minute 33 – Director of Swansea Community Energy & Enterprise Scheme (SCEES).

30 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.

31 Minutes.

Resolved that the Minutes of the Scrutiny Programme Committee held on the following dates be approved and signed as a correct record:

- 19 June 2018;
- 9 July 2018;
- 20 July 2018.

32 Public Question Time.

There were no public questions.

33 Cabinet Member Question Session: Cabinet Member for Homes & Energy (Councillor Andrea Lewis).

The Cabinet Member for Homes & Energy accompanied by the Director of Place and the Landlord Services Manager presented a report on the key headlines for the Homes & Energy Portfolio. She provided a verbal address further to the written report circulated which highlighted activities around the following: -

- More Homes Delivery – Parc Yr Helyg and Colliers Way;
- Homes as Power Stations (City Deal);
- Welsh Housing Quality Standard (WHQS);
- Homelessness Strategy;
- Developing a Green Fleet policy;
- Energy;
- Housing Commissioning Review.

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

- Housing - whether the introduction of universal credit had affected those renting via registered social landlords (RSL's) or private rented sector;
- Homelessness Strategy - there would be an opportunity for Scrutiny Programme Committee to discuss the draft the Homelessness Strategy prior to agreement by Cabinet on 15 November. It was noted that the Poverty Policy Development Committee would be discussing prior to decision and it would also go to Council on 20 December for information with a view to implementation on 21 December 2018;
- Affordable Housing - the definition of the term 'Affordable Housing' – discussion around how there were many forms of affordable housing, e.g. council houses, purchase via shared ownership, lower rent or purchase price under market value, viability, etc.;
- Fire Safety - the sprinkler system retrofit had been finalised in Penlan with Clyne Court imminent. 'In-house' staff had been trained resulting in the Authority being able to offer this service to private / external developers; Full external cladding safety testing had been carried out together with external fire door safety testing – all had passed with flying colours;
- Empty Properties – noted that under a national scheme 49 empty properties had been brought back into use, creating an additional 85 units of accommodation. Many empty properties had been brought up to WHQS standard;
- Tudno Place and Heol Emrys - full consultation would take place in relation to the Land Valuation and Viability Study (as part of the Swansea's More Homes Strategy); all options for improvement, including new build, would be considered, however it was still very early in the process; the independent

- consultants had commenced door knocking of some of the tenants and ward members would be engaged in the consultation;
- Green Transport / Vehicles - work was ongoing with Swansea University to consider the possibility of retro-fitting hydrogen cells in some of our fleet vehicles, such as our refuse vehicles which will help improve air quality;
 - Housing Commissioning Review - the timeline for Commissioning Review of all Housing Services and scoping document of the review would be shared with the Committee. The anticipated completion date would be 2019/20, and the scope of the Review would include District Housing Offices;
 - More Homes Strategy - the need for more affordable homes in other areas of Swansea such as the North and West of Swansea, including Gower, not just the Eastside – all sites would be considered and all options, e.g. working with partners;
 - Energy Services Company (ESCO) – unclear whether this would be fully renewable energy. Might have to commence with fossil fuel with a view to moving to renewable, e.g. solar or a mixture of fossil and renewable energy, and must be based on a robust business case; combatting fuel poverty was still one of the Authorities key objectives;
 - Homes as Power Stations (City Deal project) – discussion about energy sourcing; partnership discussions ongoing with Swansea University in relation to photovoltaic systems and other systems e.g. ground source heating; private homes would be eligible to benefit; it is also anticipated that the Homes as Power Stations project will also make a difference to local businesses by kick starting a construction programme worth £517,050,000 for a City Deal investment of £15 million (3% of the total programme value); all grants and opportunities would be considered in order to fund future schemes.
 - Swansea Community Energy & Enterprise Scheme (SCEES) – purpose of scheme and share purchase by the Council;

Resolved that

- 1) The Chair of the Scrutiny Programme Committee write to the Cabinet Member, reflecting the discussion and sharing the views of the Committee;
- 2) A written response be supplied on the following: -
 - The impact of universal credit on housing in relation to the private rented sector;
 - Timetable for the sprinkler system retrofit;
 - The actual number of empty properties in the private sector across Swansea;
 - Further information on the timeline of the Commissioning Review of all Housing services;
 - Clarification about the figures quoted regarding the impact of the Homes as Power Stations City Deal Project

The Vice Chair thanked Councillor Lewis and the officers for their attendance.

34 Scrutiny Performance Panel Progress Report.

Chris Holley, Convener of the Service Improvement & Finance Performance Panel provided an update on the work of the Panel to date.

In particular he highlighted the following:

- The additional budget meeting held in February 2018 and expressed concern at the very compressed timescale for scrutiny;
- Charges – large piece of work with over 260 charges and 350 fees;
- Highways & Transportation Commissioning Review – another large piece of work, which he felt, could have been split into 2 separate reviews;
- Cultural Services Final Bidder Options Commissioning Review – contained very delicate / sensitive information – some concern over whether there was adequate communication to staff and Councillors.

He added that the Panel would be keen to revisit the Commissioning Reviews considered by the Panel to look at the achievements, impact and difference made.

Resolved that the update be **noted**.

35 Membership of Scrutiny Panels and Working Groups.

The Chair presented a report outlining the membership of Scrutiny Panels and Working Groups. It was noted that Cllr Peter Jones had been co-opted to the Public Services Board Scrutiny Performance Panel, for the duration of the Natural Environment Scrutiny Inquiry which he is convening.

Having invited expressions of interest from all non-executive councillors the Chair provided a proposed membership list for the new Inquiry and Working Group topics.

Resolved that:

- 1) The membership of the new Inquiry Panel and Working Groups as shown in Appendix 1 of the report be agreed; and
- 2) Councillor Louise Gibbard be appointed as Convener of the Welfare Reform Working Group.

36 Scrutiny Work Programme 2018/19.

The Scrutiny Team Leader presented the agreed Scrutiny Work Programme for 2018/19.

He highlighted the following:

- The next meeting scheduled for 10 September 2018 would include the Cabinet Member Question Session: Cabinet Member for Business Transformation & Performance (Deputy Leader) – Councillor Clive Lloyd;
- Call-in Procedure – Council on 26 July adopted new call-in arrangements which places scrutiny at the centre of the process;

- A Joint Scrutiny Committee has been established as a result of the Swansea Bay City Deal Joint Working Agreement. Swansea's representatives had been confirmed by Council as Councillors Jan Curtice, Phil Downing and Mary Jones. The first meeting of the Joint Scrutiny Committee, supported by Neath Port Talbot Council, was anticipated to take place around October;
- Policy Development Committee work plans were provided to ensure awareness;
- The report from the Wales Audit Office arising from their review of scrutiny - 'Overview and Scrutiny - Fit for the Future?' had been received and circulated to Councillors via email. It would be considered at the next Scrutiny Programme Committee meeting on 10 September 2018.

Resolved that:

- 1) The Work Programme 2018/19 be **noted**;
- 2) Arrangements be made for the Committee to discuss the draft Homelessness Strategy at an early stage prior to decision, e.g. during public consultation.

37 Scrutiny Letters.

The letter to / from the Cabinet Member for Homes & Energy relating to the work of the Homelessness Scrutiny Working Group was reported.

Convener of the Working Group, Councillor Peter Black, spoke briefly about this scrutiny activity and highlighted its contribution to the developing Homelessness Strategy.

The Scrutiny Letters and Cabinet Members responses were **noted**.

38 Audit Committee Work Plan (For Information).

The Audit Committee Work Plan for 2018-2019 was **noted**.

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

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

The meeting ended at 5.37 pm

Chair

Agenda Item 6



Report of the Chair

Scrutiny Programme Committee – 10 September 2018

Cabinet Member Question Session

Purpose:	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.
Content:	The following Cabinet Member will appear before the Committee to participate in a question and answer session: <ul style="list-style-type: none">• Councillor Clive Lloyd, Cabinet Member for Business Transformation & Performance
Councillors are being asked to:	<ul style="list-style-type: none">• Question the Cabinet Member on relevant matters• Make comments and recommendations as necessary
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Head of Legal, Democratic Services and Business Intelligence
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	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 (also known as the Executive) is made up of the Leader and other councillors, appointed by the Leader, who are allocated specific portfolio responsibilities:

Cllr Rob Stewart	- Economy & Strategy (Leader)
Cllr Clive Lloyd	- Business Transformation & Performance (Deputy Leader)
Cllr Mary Sherwood & Cllr June Burtonshaw	- Better Communities - People
Cllr Mark Child	- Better Communities - Place
	- Care, Health & Ageing Well

Cllr Elliot King &	- Children Services - Early Years
Cllr Will Evans	- Children Services - Young People
Cllr David Hopkins	- Delivery
Cllr Jennifer Raynor	- Education Improvement, Learning & Skills
Cllr Mark Thomas	- Environment & Infrastructure Management
Cllr Andrea Lewis	- Homes & Energy
Cllr Robert Francis-Davies	- Investment, Regeneration & Tourism

- 1.2 By acting as a 'critical friend' scrutiny has the opportunity to challenge the Cabinet and individual cabinet members on their actions and 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 Clive Lloyd, Cabinet Member for Business Transformation & Performance

Within this cabinet portfolio, he is responsible for:

- Agile Programme lead
- Budget Tracking & Financial Savings Monitoring
- Capital Programme lead
- Commissioning Reviews lead
- Contact Centre
- Financial Services
- Health & Safety Policy
- Human Resources / Organisational Development
- Information & Business Change (inc. ICT)
- Legal Services
- Modernisation of Council Services
- Pensions
- Performance Management & Improvement
- Poverty Reduction
- Procurement & Frameworks
- PSB lead
- Risk & Resilience
- Strategic Estates & Property Management lead
- Sustainable Swansea Fit For the Future Programme lead

3. Approach to Questions

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

- relevant priorities / objectives, notable activities and achievements, improvement / impact made, and service user / public engagement.
- what they hope to achieve over the coming months and challenges, including any key decisions they plan take to Cabinet over the next year.
- reflections on their engagement with scrutiny and whether there is any issue relevant to their portfolio that they would suggest for scrutiny, not otherwise covered in the work programme – to ensure scrutiny activity is aligned to priorities and focussed on the right things.

3.2 In terms of themes that cut across all cabinet portfolios, the Committee is interested in asking Cabinet Members about:

- Well-being of Future Generations Act – impact on their work / decisions e.g. what they are doing to achieve the well-being goals and ways of working, whether there is a greater focus on long-term thinking, collaboration / involvement etc.
- Public Services Board (PSB) – their relationship with the work of the PSB; how the PSB impacts on their portfolio and how it is making a difference etc.

3.3 Cabinet Members will be invited to make introductory remarks before taking questions from the Committee. The Cabinet Member has provided a report on 'headlines' in relation to the portfolio to help the Committee focus on priorities, actions, achievements and impact – see **Appendix 1**.

3.4 Following each session the chair will write to the Cabinet Members in order to capture the main issues discussed, views expressed by the Committee, and any actions for them 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 Changes were announced by the Leader to cabinet portfolios, at the Council Annual General Meeting in May. Councillor Lewis was previously portfolio holder for Service Transformation & Business Operations. The following issues relevant to his current Business Transformation & Performance portfolio were discussed by the Committee during last year:

- Pension Fund
- Data Protection
- Strategic Estates & Property

The correspondence between the Committee and the Cabinet Member relating to previous Q & A session is **attached**.

- 4.2 Members may also wish to follow up, as necessary, on the Cabinet Member's engagement both with the Committee and relevant Scrutiny Panels / Working Groups over the past year, which includes discussion about the Liberty Stadium, Emergency Planning & Resilience, Corporate Complaints, the Welsh Language Annual Report, and Fees & Charges.

Scrutiny involving the Cabinet Member over the past year:

- Liberty Stadium:
In November 2017, the Committee carried out pre-decision scrutiny of a Cabinet report on the Liberty Stadium. The joint report from the Leader and Cabinet Member for Service Transformation & Business Operations concerned commercial negotiations between Swansea City Football Club and the Council on existing lease arrangements. Overall the Committee welcomed the agreement with the Football Club that would see not only a guaranteed cash income to the Council but a percentage of any naming rights deal, and community benefit (3G pitches). The Committee was satisfied that the proposed terms represented a fair deal for both parties. The Committee noted that there were items under dispute, specifically the paintwork related to the structural steelwork and concourse flooring issues. The Committee was interested in what bearing this had on the negotiations and asked to be informed of the final resolution of this matter.
- Emergency Planning & Resilience Working Group:
The Cabinet Member attended a meeting in October 2017 which enabled questions and discussion on the Council's current activity, resourcing and future strategy for Emergency Planning and Resilience. As a result of concerns/issues raised the Cabinet Member agreed the following actions:
 - A new 'members handbook' be developed and circulated in 2018
 - An external webpage be developed to assist small businesses and voluntary organisations with business continuity advice
 - Management of spontaneous volunteers to enhance capability and co-ordination
 - Awareness training programme for all members to be developed 2018

- Review staffing and funding for the Emergency Management Service
- Formation of members emergency management forum with representatives from all political parties
- Service Improvement & Finance Performance Panel:
The Cabinet Member is regularly engaged with this Performance Panel, particularly as the Panel's main focus is on performance and financial monitoring. Over the past year the Panel has also discussed Corporate Complaints (Jan 2018), the Welsh Language Annual Report (Oct 2017 & Jul 2018), and Fees & Charges (Jul 2018).

4.3 The Committee should note that the Cabinet Member will also be engaged in the following planned / future activity:

- Service Improvement & Finance Performance Panel – the Cabinet Member will continue to be involved as the Panel monitors performance across the Council and the budget. He will also be attending to discuss the Corporate Complaints Annual Report (Oct 2018) and the Annual Review of Performance.

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. Next Session

6.1 The next Cabinet Member Question Session on 8 October will be with Councillor Jennifer Raynor to focus on the Education Improvement, Learning & Skills cabinet portfolio.

7. Legal Implications

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

8. Financial Implications

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

Background Papers: None

Appendices:

Appendix 1: Key Headlines for the Cabinet Portfolio



Report of the Cabinet Member for Business Transformation and Performance

Scrutiny Programme Committee – 10 September 2018

Key Headlines: Cabinet Member for Business Transformation and Performance

Purpose: This report outlines notable activities and key achievements made within the Business Transformation and Performance portfolio. It also describes some of the improvements made and the impact of these activities in terms of delivering key priorities within this portfolio. The report also seeks to identify anticipated achievements in the near future, key challenges and significant decisions that are anticipated for Cabinet over the next 12 months.

Report Author: Joanne Portwood

Finance Officer: Paul Roach

Legal Officer: Debbie Smith

For Information

1.0 The Portfolio for Business Transformation and Performance

1.1 The key responsibilities within the portfolio for Business Transformation and Performance include;

- Agile programme lead,
- Budget tracking & financial savings monitoring,
- Capital Programme lead,
- Commissioning Review lead,
- Contact centre,
- Financial Services,
- Health & Safety Policy,
- Human Resources / Organisational Development (HR/OD),
- Information & Business Change (inc. ICT),

- Legal Services,
- Modernisation of Council services,
- Pensions,
- Performance management & improvement,
- Poverty Reduction,
- Procurement & Frameworks,
- PSB Lead,
- Risk & Resilience,
- Strategic Estates & Property management,
- Sustainable Swansea - Fit for the Future programme Lead

1.2 This report highlights the progress made in delivering key priorities within this portfolio including; the Sustainable Swansea – Fit for the Future programme, commissioning reviews, the Agile programme, Information and Business change (inc. ICT), Budget tracking and financial savings, the Capital programme, Performance Management and improvement, risk and resilience and other notable achievements. This report also considers the impact of Well-being of Future Generations Act (Wales) and Swansea’s PSB on the delivery of key activities within this portfolio.

2.0 Sustainable Swansea – Fit for the Future

2.1 The Council are continuing to roll out its transformation programme - Sustainable Swansea Fit for the Future (SSFFF). The programme currently consists of three strands of activity; Transformation, Digital and Future Council. The Transformation strand includes work related to the commissioning review process and their implementation, the modernisation of services and the development of new cross cutting commissioning reviews. The Digital strand focuses on the implementation of the Council’s Digital strategy and the Future Council strand includes activity related to organisational development, the modernisation of the workforce, co-production and commercialism.

2.2 The Sustainable Swansea programme is reviewed annually and the current review is already underway, revisiting the original 2014 strategy and core principles. The revised strategy and implementation programme will be presented to Cabinet aligned with the Medium Term Financial Plan. The Council has achieved £60 million pounds in savings since the inception of Sustainable Swansea through a range of projects, including the implementation of the commissioning reviews. The implementation of the commissioning reviews has included the development of new delivery models, increased income generation and commercialisation, in-house transformation, tendering opportunities for the private sector, the disposal of assets and greater levels of community involvement and action.

- 2.3 In terms of the considering the impact of the Well-Being and Future Generations (Wales) Act and the Sustainable Swansea - Fit for the Future programme - the programme underpins decision-making with clear budget principles that reflect the ways of working (including sustainable outcomes/ prevention, engagement, everything is included and new models of delivery (often working with partners). The programme's three strands of activity; Transformation, Digital and Future Council, highlight the programme's long-term focus. Budget consultations have involved residents, community groups, partners, employees, the School Budget Forum, Joint Phase Head Teachers, Trade Unions and others.
- 2.4 The Sustainable Swansea – Fit for the Future programme has enabled the development of flexible working practices which supports Swansea's Well-being Plan's cross cutting action – Sharing for Swansea. Steps associated with this objective include reviewing how assets and the estate are used, and planning for joint delivery on a cross organisational and cross disciplinary basis. PSB Partners have made a commitment to take part in a formal review of assets and services in pilot the Services in the Community pilot. The community benefits of Services in the Community and mobile working also support the Strong Communities Local Well-being Objective

3.0 Commissioning Reviews

- 3.1 A total of 17 service areas commissioning reviews have been undertaken and 15 have been completed. A commissioning review of Housing is also about to commence. Most of the service areas commissioning reviews are currently being implemented. Examples of implementation include the development of new delivery models, increased income generation and commercialisation, in-house transformation, tendering opportunities for the private sector, the disposal of assets and greater levels of community involvement and action.
- 3.2 A number of cross-cutting reviews such as Transportation and Services in the Community (which include more than one department or service) are also underway and embedded in the programme. The Services in the Community project is currently being piloted in Clydach. The project has involved creating a 'community hub' which aims to co-locate and integrate a range of services provided by the Council and other key partners. A significant feature of the Services in the Community pilot was the relatively high level of involvement from Councillors, staff, trade unions and residents / service users in the pilot design and delivery. The approach has informed the development of the Council's Co-production strategy. Training on co-production will be delivered to all Councillors in the next 12 months. It is also anticipated that the Services in the Community project will be rolled out during the next year with the creation of a further four 'community hubs' in different communities across Swansea.

- 3.3 The commissioning reviews have taken into account the principles of the Well-Being and Future Generations (Wales) Act and informed both the criteria and process for review.
- 3.4 The contacts and knowledge gained through membership of the PSB have assisted in developing an integrated approach to commissioning and the development of Swansea's Well-Being plan.

4.0 Agile Working

- 4.1 The agile working programme is well underway with more than 400 staff at the Civic now working in an agile environment. Following the transformation to agile for all staff at the Civic centre it is estimated that by mid 2019 a further 1400m² of office space will be released within the building. This will be achieved by continuing with the current basic principle of 7 desks to 10 full time members of staff but with the knowledge that further space is being released by reducing these ratios further.
- 4.2 The plan is to continue to transform the way staff work at the building with Capital finance already secured for programme of ICT roll out and changes to the office environment over the next 12 months. To date 2000m² of office accommodation has been made available through the agile programme enabling a lease with Swansea University School of Management to be completed. This lease is currently providing £350,000 pa of revenue income with a further £40,000 pa of savings on NNDR for the authority. If additional lease agreements are put in place for the 1400 m² released space then this could achieve further income/cost saving of up to £275,000 pa. Corporate Property are already negotiating a lease agreement with Welsh Government for office accommodation within this area, with the potential for more public sector partners taking space in the future. Lettings are on short term unsecured basis so that any income would continue until a decision is made on the programme for a relocation to a new Civic site or continued occupation in the current Civic Centre.
- 4.3 The Agile programme was awarded a national award for innovation in the public sector from professional body Aces - the Association of Chief Estates Surveyors and Property Managers in the Public Sector in December 2017.
- 4.4 The Well-being goals are pivotal to the design of the agile working programme. For example, to contribute 'to a Wales of vibrant culture and thriving Welsh Language' an Agile Welsh Language Zone is being developed so Welsh speakers can gain confidence in an environment where 'business welsh' is actively spoken around them. Agile working is having an impact in reducing travel to meetings by using video conferencing and reducing commuter activity as staff work at home or on site. This is having not only positive productivity and financial

outcomes but is reducing scope three carbon emissions. As part of the Well-being of Future Generations (Wales) Act and our Corporate Social Responsibility, the Council are visiting companies that can reuse and recycle at least 80% of existing furniture. This is a new and innovative approach to the purchase of furniture; it will promote sustainable principles, minimise environmental impact, reduce our carbon footprint and contribute to the social and economic development of the local economy.

5.0 Information and Business Change (inc. ICT)

- 5.1 Over the past 18 months, there has been a strong focus on delivering the high priority projects in relation to ICT and Digital First. Examples include improvements to the external website to provide 24 hr access to Council services so citizens are able to do business with us at a time and place that suits them. A more user-friendly site, task focused and mobile / tablet responsive site has also been developed. Planning is underway to develop a single digital identity for citizens, visitors and businesses.
- 5.2 Improvements to Digital tools (e.g. Skype for Business, Office 365 & Office 2016) have also enabled smarter and more agile working. The Council have also increased self-service capability and both employees and Councillors can do more on-line. New digital capabilities have been rolled out to support agile working and improved resilience, e.g. Office 365 tools. The Council is also now advising others looking to implement a corporate roll out.
- 5.3 Digital is also delivering service based improvement projects and change proposals where technology is the enabler such as: All Wales Community Care Information System (WCCIS) integrating Social Care and Health around service-users / patients, Hwb rollout to schools and 21st Century Schools, which is a Welsh Government infrastructure Investment programme running alongside Swansea's QED2020 (Quality in Education) programme.
- 5.4 In terms of the development of a Contact Centre, the call centre has been moved and an internal self-service switchboard has been implemented. Corporate complaints and complaints about Social Services, in addition to the Welsh Translation Unit have also been moved to customer services.
- 5.5 The planning and investment in Information and Business change (inc ICT) has taken account of the long term and acted on future trends intelligence.

6.0 Budget Tracking and Financial Savings

- 6.1 The Savings and Revenue Tracker has been developed further this year. Given the nature and scale of the savings challenge during

2018/19, there has been continued and enhanced monitoring and tracking of progress in achieving budget savings which have been reported to Corporate Management Team, Financial Strategy and Transformation Group and Cabinet.

- 6.2 Cabinet considered a report on the Revenue and Capital monitoring for the 1st quarter of 2018/19 at its meeting on the 16th August 2018, which provided projected variations (mainly shortfalls) in relation to budget savings agreed by Council in March 2018 and service pressures e.g increased demand, in relation to revenue budgets. The initial scale of potential overspends for 2018/19 remain in excess of any potential sums available to offset that shortfall and a number of actions have been undertaken to pursue additional savings across the Council. These include the implementation of a Management and Business Support Review, reducing the pay bill, increasing commercialism, implementing all of the commissioning reviews, developing the Leading Learners transformation programme for Education, further implementation of the Adult Services Saving Plan and strengthening further spending restrictions.
- 6.3 The Council's financial grip on monitoring budgets and savings remains tight and accurate, even during this unprecedented time of austerity, financial challenges and a growing demand for services.
- 6.4 The budget setting process for 2018/19 saw the introduction of the five ways of working via a series of questions designed to challenge thinking. For the 2019/20 budget, the Council plan to further develop this approach by adapting the Future Generations Framework for Service Design. This question-based approach not only requires the Council to consider key corporate strategies and those of partners, but sets out how longer term interests and challenges can be met considering Welsh Government Future Trends.

7.0 The Capital Programme

- 7.1 The Swansea Bay City Deal is progressing through UK and Welsh Government's business case assessment process. The Joint Committee Agreement has been agreed and signed by all four Councils. The City Deal Business cases have been signed off by both the UK Government and the Welsh Government. The City Deal grant terms have been received and the grants have been sent to the Councils.
- 7.2 Key decision on the future capital programme ambition and overall affordability will come to Cabinet in Autumn. Work is underway on developing a Capital strategy for formal approval in conjunction with technical developments proposed by CIPFA. There is a potential review of the Minimum Revenue Provision strategy. Given scale of ambition and previous scrutiny interest it is likely that this will be subject to detailed further scrutiny once ready for Cabinet consideration.

8.0 Performance Management and Improvement

- 8.1 The Council adopted a new Corporate Plan 2017/22 in August 2017, which set out the Council's five priority Well-being Objectives. Since then, the Council has reported performance on a quarterly basis to Cabinet through the performance monitoring reports. The end of year results for 2017/18 showed that 51% of priority indicators met their targets and 56% improved compared to the previous year. Our national results showed that we met 63% of our national indicator targets and 65% improved compared to the previous year. Service Plan templates and guidance have been revised to help services better demonstrate how they are contributing to the Council's Well-being Objectives through the FG Act's 5 ways of working.
- 8.2 The Council is refreshing its Corporate Plan for 2018/22 and will produce an annual report on progress meeting its Well-being Objectives during 2017/22.
- 8.3 The Council are undertaking a process to streamline performance measures in order to better measure what matters. For example, the Council have altered the target setting process to give services different options for setting targets that are appropriate to what the performance indicator is trying to achieve (e.g. stretch targets when we want to drive improvement and range targets when it is more appropriate to monitor performance is within certain parameters). This is part of an increasing change in focus from outputs to outcomes. Service planning also now incorporates a qualitative way to track contribution to the well-being objectives and five ways of working so that progression over time and distance travelled can be better communicated. This 'softer' form of recording where and how we make a difference in contributing to our well-being objectives can give a fuller picture than focusing exclusively on traditionally quantifiable metrics.
- 8.4 The Council are developing population measures as part of the PSB's Performance Measurement Framework will inform Council services and vice versa. The shift to an outcomes rather than an outputs based approach is being led by the PSB.

9.0 Risk and Resilience

- 9.1 Cabinet approved a new Risk Policy in August 2017. The policy is now being implemented. As part of this, the Council's Corporate Risks were reviewed and revised and recorded onto the Corporate Risk Register before the start of the financial year. Cabinet now has joint-ownership with CMT of the Corporate Risks. All Cabinet members now have access to the Council's Corporate Risk Register. The Corporate Risks are reviewed each month and, going forward, will be jointly review by CMT and Cabinet each quarter. Since the approval of the new policy, Audit Committee receives a report each quarter on the overall status of risk in

the Council. Audit Committee has access to the Corporate Risk Register and a copy is now included in the Audit Committee public reports pack.

- 9.2 The Council will continue to work to implement the new Risk Policy. This will include (pending the availability of ICT resources) amending the Council's online ICT risk register system and (pending the availability of staffing resources) developing staff and member training on the new Risk Policy. CMT and Cabinet will continue to review the Corporate Risks and the overall status of risk in the Council and the Corporate Risks will continue to be overseen by Audit Committee.
- 9.3 The way the Council defines and manages risk was reviewed in 2017 in line with the Well-being of Future Generations (Wales) Act. The new Risk Management Policy sets out how we manage and communicate risk throughout the Council by incorporating the sustainable development principle's five ways of working. It governs how the Council manages risks to achieving its priorities and objectives, risks arising from service delivery, risks to corporate and financial health and governance and the longer-term risks facing the Council and the community.
- 9.4 The Council tries to understand and address short and medium as well as the longer-term risks and challenges facing the Council and the community. There is a need to prevent risks from occurring and to mitigate their impact should they occur. The Council may need to work with others to prevent risks from occurring or to control and manage them and be mindful that dealing with risks does not create risks and issues for other public bodies. Involving clients, customers and citizens in helping to prevent and to control and manage risks will help too. When considering how to respond to risks, the Sustainable Development principle will be applied. There is also scope within the policy through the incorporation into the policy of the 'involvement' principle of the Well-Being of Future Generations Act, for responsible officers / risk owners to involve citizens in identifying, evaluating and controlling risks where that is deemed relevant and appropriate by them. We are now in the process of implementing the policy.
- 9.5 In terms of considering the impact of the PSB and Swansea's Well-Being Plan, Risk Trackers have been used to mitigate and manage risk.

10.0 Other notable activities in relation to Business Transformation and Performance

- 10.1 The Council have maintained its portfolio of contracts, re-tendering and extending contracts where necessary to ensure contracts are live and in date. A new RFQ (Low value procurement process) has been implemented which has resulted in a more streamlined and efficient process. The Council have continued with public engagement in relation procurement, via meet the buyer events with further support from Business Wales to provide guidance and support for local businesses in the tendering process. The Council have signed up of the Welsh

Government's Code of Practice on Ethical Employment and continued close working with trade unions and key stakeholders across the Council to implement the commitments of the Code. The Council continues to have good working relationships with all recognised trade unions at local level and through the work of the monthly Trade Union Meetings and JCC, for example, the Ethical Procurement Charter, "Dying for Work.

- 10.2 Key developments within Human Resources and Organisational Development have included an appointment to the Senior Management Team. A new HR Operating model ("New Ways of Working") has been established and a review of the Salary Re-grading Policy has been undertaken. There are plans to review the Constitution and the process relating senior management appointments. Progress with updating terms & conditions is ongoing and are being reviewed through a working group .
- 10.3 The Council have developed an Organisational Development Strategy which proposes a phased implementation over four years to ensure the Council's workforce has the skills for the future. The work is underpinned by the principles of the '21st century public servant' and '21st century Councillor' developing people's skills and behaviors alongside the Council's future strategy and culture.

11.0 Legal Implications

- 11.1 There are no specific legal implications contained in this report.

12.0 Financial Implications

- 12.1 There are no financial implications contained within this report.

**To/
Councillor Clive Lloyd
Cabinet Member for Service
Transformation & Business
Operations (Deputy Leader)**

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2017-18/4

29 September 2017

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Service Transformation & Business Operations following the meeting of the Committee on 11 September 2017. It is about Sustainability, Pension Fund, Data Protection, Strategic Estates & Property, Poverty Reduction and Policy Development & Delivery Committees.

Dear Councillor Lloyd,

Cabinet Member Question Session – 11 September

Thank you for attending the Scrutiny Programme Committee on 11 September 2017 and answering questions on your work as Cabinet Member for Service Transformation & Business Operations.

Firstly, congratulations on your appointment as Deputy Leader of the Council. Although you have a new cabinet portfolio title we noted that this represented little change from previous responsibilities.

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.

You took the opportunity to highlight the following:

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU
SWANSEA COUNCIL / CYNGOR ABERTAWE
GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE
www.swansea.gov.uk / www.abertawe.gov.uk

- Challenging budget & finances - you told us to expect another poor settlement from Government which is likely to mean a £16m funding gap for the next year. We noted that there will be detailed discussions between Cabinet Members and officers during October, and that difficult decisions lay ahead.
- A revised Corporate Plan had been agreed recently by Council and there would be quarterly performance monitoring reports on the key priorities, including measures against the five wellbeing objectives identified in the Plan.
- Progress with the Sustainable Swansea Fit for the Future Programme, including development with the Business Support Programme, and investment in digital to improve services.
- Recent APSE (Association for Public Service Excellence) awards won by our Waste Management service and the Highways team for the pothole repair initiative. Swansea was also shortlisted for the council of the year award.

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:

Sustainability

There was concern amongst committee members about the effect of changes agreed by Cabinet to the Sustainable Development Team, following the Planning & City Regeneration Commissioning Review. When we considered that report the Committee had argued against splitting up the existing team and function given the importance of this work.

You assured the Committee that although sitting within different parts of the organisation the staff will not be working in isolation, and will benefit the aim to further embed sustainable development and long term thinking across the Council, and focus on compliance with Wellbeing of Future Generations Act. You were confident that the cabinet decision did not represent a backward step and that the Council would continue to be at the forefront of this agenda. We agreed that sustainable development was everyone's business and not just down to two members of staff. Furthermore we were told that the plan is to create a stronger larger pool of people, through the new Strategic Delivery Unit, so that sustainable development is embedded in all that we do and part of the culture of the organisation e.g. developing sustainable development champions across the council.

You spoke highly of the Sustainable Development Team and recognised their work and role in developing forward thinking within the Council, which placed Swansea in an advanced position in comparison with other authorities. The work of the team also helped the council to be recognised as the most

sustainable public sector organisation in the UK (Public Sector Sustainability Awards 2015).

We asked about objectives and you told us that sustainable development objectives were reflected in the Council's Corporate Plan.

Pension Fund

We asked you about progress with divestment of the Council's Pension Fund from fossil fuel companies. We felt this would demonstrate the Council's commitment to combating global warming and associated climate change, and supporting renewable energy.

You confirmed that the Pension Fund Committee will be carefully considering this matter this year, balancing the need to seek best returns with the importance of ethical and sustainable investment. We noted the Pension Fund Committee will be having workshops to ensure full understanding of the issues and due diligence, and any decision would need to stand up to challenge. You told us that a possible decision on the matter could follow in the New Year.

Data Protection

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 the council's plans and steps being taken to prepare for changes, and ensure compliance with the new framework for data protection laws (European General Data Protection Regulation / UK Data Protection Bill) which come into force in May 2018.

You told us that work is underway for the introduction of the General Data Protection Regulation, and would provide a fuller response in writing.

Strategic Estates & Property

Community Asset Transfer Policy:

We discussed the council's role in facilitating community asset transfer and recognised that the process has not been as effective as it should be. We asked what steps have been taken to address problems and make things easier for the public.

You reiterated that this remained an important part of overall strategy in relation to sustainability and savings, and cited positive examples of 'Friends of' groups developing around the city and county. Your report stated that a Community Asset Transfer Policy is in place enabling clearer and quicker response to requests and proposals. You were happy to talk further with individual councillors interested about any issues within their area.

Universal Review of all Council Land:

We noted that small sites have been identified in a universal review of all council land to be marketed to generate capital and reduce revenue costs. You told us that this work has been carried out by officers in liaison with local councillors. Some members, however, appeared to be unaware that this work has taken place. You asked members to contact you if there has been no consultation with them regarding this work.

Poverty Reduction

We noted that poverty reduction is in all cabinet member portfolios, reflecting its priority within the council. You reported some statistics about outcomes achieved between Communities First, Communities for Work, and Lift Programmes.

We asked about the future of Communities First and transition plans. You told us that the council is liaising with the Welsh Government regarding new programmes that will focus on helping people into employment, and considering the impact regarding funding linked to the Communities First programme. You also talked about the role of the Public Services Board in developing a shared Wellbeing Plan which will need to consider poverty reduction.

You recommended a fuller discussion on this matter with the lead cabinet member, Councillor Will Evans. We were interested in the wider strategy, the measures of poverty, and measurable targets that will show progress and achievements.

Policy Development & Delivery Committees

We asked you about the Council's new Policy Development and Delivery Committees (PDDCs). We were interested to know who was responsible for these committees and managing their effectiveness.

You highlighted their role in helping to develop policies / strategies which would lead to reports to Cabinet. You stressed the role of the chair of the committees in overall responsibility for the work carried out, and talked about the benefits of involving and engaging members in the work of the executive.

We remarked that scrutiny produces an annual report to reflect on their work and achievements. We asked whether there ought to be something at end of the year to show the effectiveness of PDDCs.

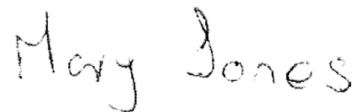
Your Response

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 you to tell us about preparations ahead of the General Data Protection Regulation.

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

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

Yours sincerely,

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

COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk

Councillor Mary Jones
Chair – Scrutiny Programme Committee

BY EMAIL

Please ask for: Councillor Clive Lloyd
Direct Line: 01792 63 7443
E-Mail: cllr.clive.lloyd@swansea.gov.uk
Our Ref: CL/JW
Your Ref:
Date: 20 October 2017

Dear Councillor Jones

CABINET MEMBER QUESTION SESSION – 11 SEPTEMBER 2017

Thank you for inviting me to attend the Scrutiny Programme Committee on the 11 September 2017. I found the session enormously helpful and welcomed the opportunity to discuss my portfolio in more detail and answer questions.

I am writing to respond to two points raised in your letter dated 29 September 2017. You asked all scrutiny Councillors to suggest questions prior to the meeting. A question was raised around the Council's plans and steps being taken to prepare for changes, and ensure compliance with the new framework for data protection laws (European General Data Protection Regulation / UK Data Protection Bill) which comes into force in May 2018. I explained work is underway and would provide a fuller response in writing.

The Director of Corporate Resources has set up a programme board to carry out tasks which will align the Council's data protection strategy with the principles of the General Data Protection Regulation (GDPR). Against a continuous background of training, communications about GDPR and staff awareness raising, a number of tasks are being addressed as part of a series of work packages designed to make the Council GDPR-compliant.

The following actions have already taken place:

- Created a role profile and job description for the post of Data Protection Officer.
- Reviewed the data breach process and created new documentation to bring it into line with the new 72-hour timeframe for reporting breaches.
- Created a format for the key document, the Register of Processing Activities, which will be the primary source of reference for processing personal data.
- Developing new software which will facilitate Subject Access Requests to the authority (and incidentally Freedom of Information (FOI) and other information requests which are outside the scope of GDPR).

Page 2

- Developed a 6-month 'countdown' communications plan for all staff commencing November 2017.
- Developed training material that will be recorded as a webinar and delivered to all staff, senior managers, Councillors and schools.

The next steps about to begin are:

- An information audit to populate the Register of Processing Activities with information about information systems holding personal data.
- Creation of a corporate privacy notice (with additional attachments for Social Services & Education).
- Creation of a template for Privacy Impact Assessments.
- A new form of wording for statements of consent, which makes the collection of personal data by consent GDPR-compliant.

With regard to Strategic Estates and Property, particularly the universal review of all Council land, you identified some Members appeared to be unaware this work has taken place. **All** ward Councillors, including those newly elected, have been contacted with a plan identifying all land and buildings within their ward boundary specifically asking for views as follows:-

- Any properties that they feel may have overlooked.
- Any shortfall or oversupply of property in the wards.
- Views on how service area could be delivered differently.
- Any opportunities for collaborative working with the public sector/third sector.

Where responses have been received these have been used to inform various estate management initiatives including the Universal Review. Where a site is to be progressed through to disposal, effected ward members are consulted in the normal way, in line with the Constitution. I would welcome Members contacting me directly if they still have concerns.

If you require any further information, please do not hesitate to contact me.

Yours sincerely



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

Agenda Item 7



Report of the Chair

Scrutiny Programme Committee – 10 September 2018

Scrutiny Performance Panel Progress Report

Purpose	The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will regularly provide a progress report, updating the Committee on headlines from their Panel's work and impact.
Content	This report focuses on the following Performance Panel: a) Adult Services
Councillors are being asked to	<ul style="list-style-type: none">• Ensure awareness and understanding of the work of the Panel• Consider its effectiveness and impact• Consider any issues arising and action required
Lead Councillor(s)	Councillor Peter Black (convener)
Lead Officer & Report Author	Liz Jordan Tel: 01792 637391 E-mail: scrutiny@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 There are six Performance Panels which have been established by the Committee. Whilst the work of Inquiry Panels leads to the production of a final report with conclusions and recommendations for Cabinet based on evidence gathered on a specific issue, the work of Performance Panels represent regular monitoring of 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) Adult Services

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 relevant Cabinet Members, proposals made and impact.

1.5 The membership of the Adult Services Performance Panel (14) is as follows:

Labour Councillors: 7

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

Liberal Democrat/Independent Councillors: 4

Peter Black (CONVENER)	Jeff Jones
Chris Holley	Susan Jones

Conservative Councillor: 1

Paxton Hood-Williams	
----------------------	--

Cooptes: 2

Tony Beddow	Katrina Guntrip
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2. Legal Implications

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

3. Financial Implications

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

Background Papers: None

Appendices:

Appendix 1 – Scrutiny Performance Panel Update

Adult Services Scrutiny Performance Panel Update

1. Remit of the Panel

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

2. Key Activities

The Panel discussed and agreed their work plan for this municipal year in July and is currently meeting on a monthly basis. Since the last update to the Committee in January 2018, the panel has looked at the following:

- a) Performance Monitoring Report (January)
- b) Arrangements for Charging for Adult Social Care in Swansea (January)
- c) DEWIS Information System (January)
- d) Intermediate Care (including Disability Facilities Grant) (February)
- e) Welsh Community Care Information System (February)
- f) Adult Services Draft Budget Proposals (February)
- g) Adult Services Complaints Annual Report 2016-17 (March)
- h) Cabinet Member Q&A Session (March)
- i) Outcome of Residential Care and Day Services for Older People Commissioning Reviews (April)
- j) Performance Monitoring Report (May)
- k) Community Mental Health Team (Swansea Central) Inspection Report and Improvement Plan (June)
- l) Update on Local Area Coordination (July)
- m) Performance Monitoring (August).

3. Achievements / Impact

We have sent 5 letters to the Cabinet Member for Health & Wellbeing since January in order to give our views, raise concerns and make recommendations, for example:

Positives:

- Long term domiciliary care - changes at the Common Access Point and the continuing programme of reassessing care packages have had a significant impact on reducing delayed transfers of care. Delays due to Social Services reasons have significantly reduced. The Panel is pleased that real progress has been made.
- Timeliness of response to safeguarding issues - the percentage within 24 hours and 7 days is improving and the Department is looking at changing processes in order to improve consistency of approach in relation to thresholding.
- Intermediate care - we are now much further forward with the multi-disciplinary team triage function and all professionals are now sitting at the Front Door including district nurses.
- Disabled Facilities Grants - there is one indicator for this area which is going down so progress is being made. In terms of occupational therapists, the waiting time has reduced for processing of the grants.

Issues / Concerns:

- Review of allocated clients - there is an issue with the Learning Disability service reviewing its clients and the Department has now set targets for improvement.
- Performance indicators Measure 19: Delayed transfers per 1,000 people aged 75+ - concerned with this figure as the Department is far from meeting the target.

Performance earlier in the year meant that the target could not be achieved. However, the Panel was assured that performance has improved during the year.

- Social Services Charges - concern expressed at the fact that the only way those affected by day centre charges could respond to the consultation was via the online method. Many of the elderly clients affected do not have access to a computer and could be potentially disenfranchised by this process. The council need to take this criticism on board in future.
- Social Services Charges - concern that charging for services could reduce use and eventually lead to day centre closures. Department thinks that charging will have an impact on use but more important is the remodelling of services to meet the needs of more complex individuals and to be fit for purpose for the future.
- Accommodation Strategy for Older People – Panel thought this would detail the number of older people and their housing needs and were surprised to hear it will not be a formal review. Panel told that it is something that needs to be looked at in more detail but currently commissioning reviews are taking precedence for staff time. The Panel feels strongly that a cross cutting review of older people’s needs across departments would be time well spent.

Action Recommended / Agreed:

- In relation to the proposed closure of the Parkway site, the Panel felt there was no clarity about what will happen to the site if it does close. It is noted that the value of this site was taken into account in assessing the decision to close it but witnesses were unable to provide any detail as to what that valuation was based on, and whether it was consistent with proposals in the report to retain it for private residential care nor who and how that ambition would be delivered.
Cabinet Member response: We cannot pre-empt any final decision on the way forward. Therefore, there are no firm proposals at this stage for the future use of this site should it close in the future. However, the Cabinet paper sets out some options that could be considered. As with all sites should they become surplus to need there is a process to go through to maximise the asset value and the Council currently has a capital programme that currently prioritises school buildings. As Cabinet Member, if the proposals are agreed following the consultation, I will attempt to influence decisions surrounding the disposal of the site to the benefit of Social Services. In terms of the evaluation exercise, the value of all sites was calculated using exactly the same criteria so there was a fair comparison.

4. Future Work Programme

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

Meeting date	Item to be discussed
Additional meeting 17 Sept 2018	<ul style="list-style-type: none"> • Pre decision scrutiny on Outcomes of Residential Care and Day Services for Older People Consultation
Meeting 4 25 Sept 2018	<ul style="list-style-type: none"> • Overview of Supporting People • Overview of Western Bay Programme
Meeting 5 23 Oct 2018	<ul style="list-style-type: none"> • Update on how Council’s policy commitments translate to Adult Services • Deprivation of Liberty Safeguards (DoLS)
Meeting 6 20 Nov 2018	<ul style="list-style-type: none"> • Performance Monitoring • Wales Audit Office Report on Strategic Commissioning of Accommodation Services for People with Learning Difficulties

Meeting 7 11 Dec 2018	<ul style="list-style-type: none"> • Update on Social Work Practice Framework (presentation)
Meeting 8 15 Jan 2019	<ul style="list-style-type: none"> • Chief Executive and Chairman of ABMU attending to inform the Panel of their vision for Swansea once the number of authorities in ABMU is reduced to two
Additional meeting ? Feb 2019	<ul style="list-style-type: none"> • Draft budget proposals for Adult Services
Meeting 9 19 Feb 2019	<ul style="list-style-type: none"> • Performance Monitoring • Adult Services Complaints Annual Report 2017-18
Meeting 10 19 Mar 2019	<ul style="list-style-type: none"> • Update on Commissioning Review - Domiciliary Care and Procurement • Safeguarding Arrangements update • Briefing on Safeguarding – Modern Slavery / Human Trafficking • (Referred from SPC)
Meeting 11 16 Apr 2019	<ul style="list-style-type: none"> • Update on Adult Services Improvement Plan
Meeting 12 ? May 2019	<ul style="list-style-type: none"> • End of year review

5. Action for the Scrutiny Programme Committee

None.

Agenda Item 8



Report of the Chair

Scrutiny Programme Committee – 10 September 2018

Overview and Scrutiny: Fit for the future? – City and County of Swansea Council (Wales Audit Office Report)

Purpose:	The Committee is provided for discussion the final report published by the Wales Audit Office, following their review of scrutiny arrangements in Swansea.
Content:	The Audit report, which is appended, contains a number of proposals for improvement and will require the Authority to produce an action plan.
Councillors are being asked to:	<ul style="list-style-type: none">• Review the Wales Audit Office report findings.• Consider how the proposals for improvement can be addressed in order to inform the development of action plan.
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Head of Legal, Democratic Services and Business Intelligence
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 Over the last year the Wales Audit Office have undertaken review of scrutiny arrangements in all Welsh Local Authorities. The review of scrutiny was dubbed 'Overview & Scrutiny: Fit for the Future?'. The Wales Audit Office carried out its review of Swansea Council earlier this year and have now published its report – **appended**.

- 1.2 The Committee should consider the report in detail, in particular the proposals for improvement which will need to be addressed. Committee discussion will help inform the development of an appropriate action plan in response to the audit report.

2. Summary of Audit Report

- 2.1 Overall it is a positive report which recognises good scrutiny practice here. The report concludes that scrutiny in Swansea:

- is well-placed to respond to future challenges;
- regularly challenges decision-makers; and
- has arrangements to review its own effectiveness.

- 2.2 The report however contains three proposals for improvement:

- Develop a training & development programme for scrutiny members
- Strengthen the evaluation of impact and outcomes of scrutiny activity
- Further clarify the distinction between scrutiny and policy development committee activity in relation to policy development

- 2.3 As well as recognising the positives, consideration will need to be given to actions that will address the auditor's proposals for improvement.

3. Positives Identified in the Report

- 3.1 Scrutiny is well-placed to respond to future challenges. The Council has an active scrutiny function that benefits from a flexible approach:

- The work of the Scrutiny Programme Committee and Performance Panels includes consideration of the Council's performance management, self-evaluation and improvement arrangements. (*para.11*)
- The Scrutiny Team is well regarded and as well as supporting the delivery of the work programme play a significant role in promoting scrutiny activity through the Council's website, scrutiny blog and social media. (*para.18*)

- 3.2 The scrutiny function regularly challenges decision-makers:

- The Annual Scrutiny Work Planning Conference. (*para.19*)
- There are arrangements for engaging in evidence based challenge of decision makers. (*para.21*)
- Well run meetings with challenging and focused questioning from scrutiny members. (*para.21*)
- Cabinet Members are regularly held to account by scrutiny members. (*para.21*)
- The relationship between Cabinet and the scrutiny function is generally constructive, with Cabinet member regularly

considering and responding to scrutiny questions and recommendations. *(para.21)*

- Meeting settings / room layouts which promote understanding of the distinctive roles of Cabinet and scrutiny members. *(para.21)*
- Well-structured Q & A sessions with Cabinet members – scrutiny members are well informed from the papers which support each session and build on previous questioning to develop lines of enquiry. Supports constructive dialogue between the scrutiny function and Cabinet. *(para.22)*
- The Council has sought to improve the way in which overview and scrutiny activity informs, and engages with, stakeholders – scrutiny members frequently invite stakeholders to provide evidence as part of scrutiny activity. *(para.23)*
- The Council has an established approach to promoting the work of its scrutiny function, particularly through social media and its website – Scrutiny officers work with the Council's Communications Team to generate scrutiny content for Council news pages and press releases. The Scrutiny Team manage dedicated scrutiny web pages, blogs and twitter feeds. The Team also work with scrutiny members to produce Scrutiny Dispatches, a quarterly impact report to Council, and also produce monthly newsletters available to the public to subscribe to. *(para.24)*
- The Council tries to help the public and other stakeholders to understand the proceeding of scrutiny meetings, should they attend. *(para.25)*

3.3 The scrutiny function has arrangements to review its own effectiveness:

- Inquiry Panels reconvene to follow up on implementation of recommendations and difference made. *(para.28)*
- The Scrutiny Team monitors Cabinet responses to scrutiny letters. *(para.30)*
- The Council produces an annual scrutiny report to assess the scrutiny function's effectiveness as a whole. *(para.31)*
- Scrutiny Dispatches – focuses on achievements and difference made by the work of scrutiny. *(para.32)*

4. Proposals for Improvement

4.1 The following proposals for improvement are contained in the audit report *(para. 8)*:

- 1. The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.**

This recognises financial pressures to support / deliver training but suggests we develop and deliver an appropriate training & development programme that could include further training on the Wellbeing of Future Generations Act, as well as other topics that may help members in their role, e.g. scrutiny chairing training (see *paras. 16 & 17*)

2. The Council should strengthen its evaluation of the impact and outcomes of its scrutiny activity.

This relates mainly to measuring the impact and outcomes of activity on citizens / other stakeholders but suggests: a need to identify measurable outcomes, such as an indicator we want to change, that can be looked at pre and post a scrutiny inquiry to see difference made by scrutiny; tracking of scrutiny recommendations to evaluate impact / effectiveness; and improving the Scrutiny Annual Report to reflect more about activity and impact. (see *paras. 29, 30, 31 & 33*)

3. The Council should further clarify the distinction between scrutiny and Policy Development Committee activity in relation to policy development

This recognises there are processes in place to avoid potential for confusion / duplication between the roles, but suggests the need to further clarify the distinction vis-à-vis the policy development role because some members remain unclear about the difference and therefore potential for overlap remains. (see *paras. 14 & 15*)

4.2 Other issue identified in the report:

- Improve pre-decision scrutiny (see *para. 20*)
This relates to timeliness of scrutiny. Having more time to consider proposed cabinet reports would enable sufficient time for effective planning and broader range of evidence gathering, and more meaningful involvement of scrutiny members in the decision-making process. NB – this has already been identified by the Committee as an improvement objective recently ('We need to be involved at an earlier stage in proposed cabinet decisions so that our input can be more meaningful')

5. Next Steps

- 5.1 It is important to address the proposals which the audit report makes. Following discussion, it is proposed to bring a further report back to the Committee on improvement action(s) that will be appropriate / necessary in response to the audit report. This should be considered alongside actions to support improvement objectives recently identified by the Committee to result in a co-ordinated and comprehensive single improvement plan for scrutiny.

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: Wales Audit Office Report: Overview and Scrutiny: Fit for the Future? (July 2018)



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Overview and Scrutiny: Fit for the future? – **City and County of Swansea Council**

Audit year: 2017-18

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The team who delivered the work comprised Katherine Simmons, Tim Buckle and Sara-Jane Byrne under the direction of Huw Rees.

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The Council has an active scrutiny function that benefits from a flexible approach, but there remains potential for confusion and overlap between the role of Policy Development Committees and Scrutiny 6

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Summary report

Summary

- 1 This review explored with each of the 22 councils in Wales how 'fit for the future' their scrutiny functions are. We considered how councils are responding to current challenges, including the Wellbeing of Future Generations Act 2015 (WFG Act) in relation to their scrutiny activity, as well as how councils are beginning to undertake scrutiny of Public Services Boards (PSBs). We also examined how well placed councils are to respond to future challenges such as continued pressure on public finances and the possible move towards more regional working between local authorities.
- 2 As part of this review we also reviewed the progress that councils have made in addressing the recommendations of our earlier National Improvement Study 'Good Scrutiny? Good Question' (May 2014) (see Appendix 2). We also followed up on the proposals for improvement relevant to scrutiny that we issued in local reports including those issued to councils as part of our 2016-17 thematic reviews of Savings Planning and Governance Arrangements for Determining Significant Service Changes.
- 3 Our review aimed to:
 - identify approaches to embedding the sustainable development principle into scrutiny processes and practices to inform practice sharing and future work of the Auditor General in relation to the WFG Act;
 - provide assurance that scrutiny functions are well placed to respond to current and future challenges and expectations;
 - help to embed effective scrutiny by elected members from the start of the new electoral cycle; and
 - provide insight into how well councils have responded to the findings of our previous Scrutiny Improvement Study.
- 4 To inform our findings we based our review methodology around the Outcomes and Characteristics for Effective Local Government Overview and Scrutiny that were developed and agreed by scrutiny stakeholders in Wales following our previous National Improvement Study 'Good Scrutiny? Good Question'.
- 5 During February 2018 and March 2018, we undertook document reviews, interviewed a number of key officers and ran focus groups with key councillors to understand their views on City and County of Swansea Council's (the Council) current scrutiny arrangements and in particular how the Council is approaching and intends to respond to the challenges identified above.
- 6 We observed a sample of scrutiny meetings and reviewed relevant meeting documentation provided to Members to support their scrutiny role, such as reports and presentations.
- 7 In this review we concluded that the **Council's scrutiny function is well-placed to respond to future challenges, but could improve arrangements for pre-**

decision scrutiny and strengthen its evaluation of the impact of scrutiny activity. We came to this conclusion because:

- The Council has an active scrutiny function that benefits from a flexible approach, but there remains potential for confusion and overlap between the role of Policy Development Committees and Scrutiny;
- The scrutiny function regularly challenges decision makers, but it could improve the timeliness of pre-decision scrutiny; and
- The scrutiny function has arrangements to review its effectiveness, but there is scope for the Council to strengthen its evaluation of the impact of its scrutiny activity on citizens and other stakeholders.

Proposals for improvement

Exhibit 1: proposals for improvement

8 The table below contains our proposals for ways in which the Council could improve the efficiency and effectiveness of its overview and scrutiny function to make it better placed to meet current and future challenges.

Proposals for improvement	
P1	The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.
P2	The Council should strengthen its evaluation of the impact and outcomes of its scrutiny activity.
P3	The Council should further clarify the distinction between scrutiny and Policy Development Committee activity in relation to policy development.

Detailed report

The Council's scrutiny function is well-placed to respond to future challenges, but could improve arrangements for pre-decision scrutiny and strengthen its evaluation of the impact of scrutiny activity

The Council has an active scrutiny function that benefits from a flexible approach, but there remains potential for confusion and overlap between the role of Policy Development Committees and Scrutiny

- 9 The Council sets out in its Constitution that the main aim of the scrutiny function is to act as a 'critical friend' to the Cabinet, and other decision makers, in order to promote better services, policies and decisions. It is expected that scrutiny activities will:
- help improve services;
 - provide an effective challenge to the executive;
 - engage Members in the development of policies, strategies and plans; and
 - engage the public.¹
- 10 Since October 2012, the Council has delivered and co-ordinated scrutiny activity through a single Scrutiny Programme Committee. The Scrutiny Programme Committee is supported by:
- Inquiry Panels: these undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis;
 - Performance Panels: These panels provide ongoing in-depth monitoring and challenge for clearly defined service areas; and
 - Working Groups (usually one-off meetings): these are established when a matter should be carried out outside of the committee but does not need a panel to be set up, enabling a 'light-touch' approach to specific topics of concern.
- 11 Scrutiny members and officers generally feel that this structure is flexible and enables them to examine a range of issues. Scrutiny members can choose which inquiries or working groups they wish to participate in, which encourages scrutiny members with a specific interest or expertise to engage in those areas of interest. We found that the work of the Scrutiny Programme Committee and Performance

¹ City and County of Swansea, **Constitution**, June 2018

Panels includes consideration of the Council's performance management, self-evaluation and improvement arrangements.

- 12 Within the Council's scrutiny function, Performance Panels have a key role in scrutinising the performance of particular areas of service delivery (see footnote 1). The Council currently has six Performance Panels. These are:
- Service Improvement and Finance (held monthly);
 - Schools (held monthly);
 - Adult Services (held monthly);
 - Child and Family Services (held every two months);
 - Public Services Board (held quarterly); and
 - Development and Regeneration (held every two months).
- 13 These panels meet to consider a range of topics. Agendas, minutes and meeting papers for Performance Panels are available on the Council's website and the meetings are open to the public to attend. However, as the Council does not consider the Performance Panels as formal committees, their membership is not required to be politically balanced and their convenors are not formal committee chairs. As such, the convenors do not receive a senior salary for undertaking these roles and the arrangement relies on the goodwill of Members to take on extra responsibilities. Whilst this has proven effective so far, there is no guarantee that the goodwill of Members will continue to allow this arrangement to work in the future.
- 14 In our Annual Improvement Report incorporating the Corporate Assessment Report 2014, we commented that there was 'potential for duplication between scrutiny and the Council's Cabinet Advisory Committees'.² At the time of our fieldwork, the Council had replaced its Cabinet Advisory Committees with five Policy, Development and Delivery Committees (PDDCs). The PDDCs were subsequently renamed Policy Development Committees (PDCs) at the Annual Council Meeting in May 2018. However, the role of the PDCs has remained unchanged. The Council's Constitution defines the PDCs as Council committees with the purpose of developing the Council's Corporate Policies for consideration and adoption by Cabinet and/or Council as appropriate (see footnote 1).
- 15 As set out in paragraph 9, the Council's constitution states that the scrutiny function also has a role in the development of policies, strategies and plans. The Council's officers told us that there are arrangements in place to prevent duplication of work on policy development between the PDCs and the Council's scrutiny function. These arrangements include officer agenda review and liaison between the PDC chairs and the Scrutiny Programme Committee chair to discuss work programmes. Officers and Members also told us that where both a PDC and the Scrutiny Programme Committee wish to consider an item, the Scrutiny

² Auditor General, **Annual Improvement Report Incorporating the Corporate Assessment Report 2014**, June 2015, Wales Audit Office

- 16 Programme Committee takes precedence. The Council has tried to clarify the distinction between the PDCs and its scrutiny function by amending its Constitution. Despite this, we found that some scrutiny members remain unclear about the difference between PDCs and the scrutiny function. The potential for overlap between PDCs and scrutiny activity in relation to policy development remains.
- 17 To gain an understanding of the environment in which scrutiny operates, we looked at the training opportunities available to scrutiny members. Scrutiny training is integrated within the overall councillor Training and Development Programme, and the Council surveys Members to identify training and development needs. The Council provided a scrutiny induction session for new and returning Members in June 2017. The Public Service Board (PSB) Performance Panel was invited to a workshop in September 2017 to develop understanding about the WFG Act. However, the Council acknowledges that there has been limited training specifically for scrutiny members due to budget pressures with, for example, no specific training on scrutiny chairing provided so far in this electoral cycle.
- 18 There is scope for the Council to consider what skills and knowledge scrutiny members need to respond to current and future challenges, such as continued pressure on public finances and the potential for increased collaborative working, and to provide appropriate training. This could include training in areas such as options appraisals, financial analysis, scrutinising regional, collaborative and commercial arrangements, and engaging ward Members and stakeholders in scrutiny work.
- 19 As part of our review, we also considered the support available to scrutiny members. The Council has a dedicated team of scrutiny officers, composed of 4.4 full time equivalent staff, supporting the scrutiny function. Their roles include supporting and managing work programmes, undertaking research, and facilitating methods of stakeholder engagement. The scrutiny team play a significant role in promoting scrutiny activity through the Council's website, scrutiny blog and social media. In addition, officers within democratic services provide administrative support for Scrutiny Programme Committee meetings. This includes the preparation and distribution of agendas and producing the minutes of meetings. An officer from the Council's legal team also attends the Scrutiny Programme Committee meetings. The Council's Scrutiny Annual Report 2016-17 showed that 88% of councillors and 63% of staff who responded to the annual councillor and staff survey, agreed that the level of support provided by the scrutiny team is either excellent or very good.

The scrutiny function regularly challenges decision makers, but it could improve the timeliness of pre-decision scrutiny

- 20 The Council holds an annual scrutiny work planning conference to develop an overarching scrutiny work programme. Key senior officers provide guidance on topic selection, and an overview of potential opportunities and challenges ahead. Members, staff and the public provide suggestions on topics (via surveys and consultation activity) which feed into scrutiny member discussions to formulate the work programme priorities. The Scrutiny Programme Committee Chair and Scrutiny Team Leader advises scrutiny members to select topics that are strategic and significant, or issues of concern, and will be an effective use of scrutiny time. This aims to ensure that scrutiny work programmes include topics that scrutiny members can influence to make a difference for local citizens. The conference also includes reflection on the scrutiny activity undertaken in the previous year. Performance Panel and Scrutiny Programme Committee work plans are developed within their initial sessions to support the overarching scrutiny work programme.
- 21 One of the key roles of scrutiny committees is to scrutinise and influence issues before Cabinet make decisions, drawing on a range of perspectives. This is known as pre-decision scrutiny. Twelve Cabinet reports were subject to pre-decision scrutiny during 2016-17, including seven Commissioning Review reports.³ However, in the Council's Scrutiny Annual Report 2016-17, scrutiny members highlighted that; 'while the scrutiny of Commissioning Reviews had been a positive step forward, this would be further improved by having more time to scrutinise such important cabinet reports'. This view was also reflected to us by scrutiny members during our review. Officers and scrutiny members told us that this is due to the timescales imposed by the publication of Cabinet papers. We observed that the Scrutiny Programme Committee arranged additional meetings to facilitate pre-decision scrutiny of topics. The Council should consider whether the current arrangement for the Scrutiny Programme Committee or Panels to undertake pre-decision scrutiny, enables sufficient time for effective planning and evidence gathering. Improving the timing or engagement of pre-decision items that scrutiny Panels or the Scrutiny Programme Committee consider, would potentially enable more meaningful involvement of scrutiny members in the decision-making process. It would also provide opportunities to gather a broader range of evidence to inform their scrutiny activity.
- 22 The Council has established arrangements for engaging in evidence based challenge of decision makers. The Scrutiny Programme Committee meeting and Performance Panel we observed were well run with challenging and focused questioning from scrutiny members. Cabinet members are regularly held to account by Scrutiny members. The relationship between Cabinet and the scrutiny

³ The Council adopted a comprehensive strategy for change in 2014. This included detailed analysis of service provision by means of 'Commissioning Reviews' (CRs) which began in 2015.

function is generally constructive, with Cabinet members regularly considering and responding to scrutiny questions and recommendations. We observed that the seating and conduct of Scrutiny Committee/Panel meetings contributed to a shared understanding amongst officers and Members of the distinctive roles of Cabinet and scrutiny members.

- 23 Scrutiny Programme Committee hold question and answer sessions with each Cabinet member on a rolling programme. This gives scrutiny members the opportunity to directly challenge Cabinet members on progress with areas within their portfolios and decision making. The reports provided by the Cabinet member in advance of the question and answer sessions outline anticipated areas for discussion. The scrutiny team also provide papers to the Scrutiny Programme Committee from previous question and answer sessions to facilitate continuity. This ensures that scrutiny members are well informed and build on previous questioning to develop lines of enquiry. Scrutiny members told us that the question and answer sessions supports constructive dialogue between the scrutiny function and Cabinet.
- 24 The Council has sought to improve the way in which overview and scrutiny activity informs, and engages with, stakeholders. In 2014 the Council adopted Participation Cymru's 10 Principles for Public Engagement into its Consultation and Engagement Strategy. During 2014-2015, the Scrutiny Programme Committee held sessions on Improving the Impact of scrutiny⁴, and on Communication and Public Engagement⁵. These resulted in the identification of a number of actions on how the Council could improve public engagement with scrutiny. The suggestions included holding public question and answer sessions, and stakeholder mapping as part of scrutiny inquiries. Our review of scrutiny activity suggests that scrutiny members frequently invite stakeholders to provide evidence as part of scrutiny activity. For example, the Council gathered evidence from health partners, the Swansea Council for Voluntary Services, Parent/Carer Forum and School Head teachers as part of its Inquiry into Child and Adolescent Mental Health Services.
- 25 The Council has an established approach to promoting the work of its scrutiny function, particularly through social media and its website. Scrutiny officers work with the Council's communications team to generate scrutiny content for Council news pages and press releases. The scrutiny team manage dedicated scrutiny web pages, blogs and twitter feeds. The scrutiny team also work with scrutiny members to produce Scrutiny Dispatches.⁶ This is a quarterly update on scrutiny

⁴ Chair – Scrutiny Programme Committee, **Report to Scrutiny Programme Committee on Improving the Impact of Scrutiny**, June 2014

⁵ Chair – Scrutiny Programme Committee, **Report to Scrutiny Programme Committee on Improving Communication and Public Engagement with Scrutiny**, September 2014

⁶ Information about the aims of the Scrutiny Dispatches are set out in the covering reports for these dispatches. The April 2018 Scrutiny dispatches is available [here via this link together with the covering report.](#)

activity, reported to full Council. They also produce monthly scrutiny newsletters, which are available for the public to subscribe to. These newsletters include forthcoming Panel and Working Group meetings, topics being considered by scrutiny, and progress with current scrutiny inquiries and working groups.

- 26 The Council also tries to help members of the public and other stakeholders to understand the proceedings of scrutiny meetings, should they attend. The Council provides an information sheet in the public gallery at the Scrutiny Programme Committee meetings setting out the role of the Scrutiny Programme Committee and names of attendees, and name plates are used to help members of the public to understand who is who and their different roles.
- 27 As part of our review, we also considered how councils are beginning to undertake scrutiny of Public Service Boards (PSBs). The Council recognises that scrutiny of the PSB is in its early stages. The Council has a Public Service Board Scrutiny Performance Panel set up to support the Scrutiny Programme Committee to scrutinise the PSB. This Panel has a core membership of 13 members including seven scrutiny members, the Chair and Vice Chair of the Scrutiny Programme Committee, plus the convenors of the Performance Panels. This arrangement aims to draw in a range of knowledge and expertise, while disseminating the principles of the WFG Act to all the Performance Panels. The Council also invites six non-executives from local partner agencies to attend the PSB scrutiny Performance Panel. The Panel is developing its work plan for 2018-19 and has begun to scrutinise PSB work streams. The Panel has produced letters to the Chair of the PSB raising questions or concerns as a result of the activity of the Panel. However, it is too early in the development of PSB Scrutiny for us to comment on the effectiveness of these arrangements at the Council.

The scrutiny function has arrangements to review its own effectiveness, but could strengthen its evaluation of the impact of its scrutiny activity on citizens and other stakeholders

- 28 In our 'National Improvement Study Good Scrutiny? Good Question! Report in May 2014, we recommended that councils ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness, including following up on proposed actions and examining outcomes.⁷
- 29 We found that the Council has a number of arrangements to review its scrutiny function's effectiveness. For example, the Council reconvenes Inquiry Panels between 6-12 months after Cabinet decisions on their inquiry reports. For these Inquiry Panel sessions, officers produce an impact report and action plan on behalf of the Cabinet member setting out what has changed since the inquiry report was presented to Cabinet, whether agreed recommendations have been implemented,

⁷ Auditor General, **National Improvement Study - Good Scrutiny? Good Question! Report**, Wales Audit Office, May 2014

and the impact of the scrutiny inquiry. At these sessions, the Inquiry Panel has the opportunity to provide further challenge to the Cabinet member who attends the reconvened Inquiry Panel, discuss progress and agree further actions if necessary.

- 30 In its Improving the Impact of Scrutiny Report in 2014 (see footnote 5), the Scrutiny Programme Committee's action plan stated the need to reconvene Inquiry Panels to assess the wider impact of inquiries and involve other stakeholders where appropriate. It also proposed establishing measurable outcomes at the outset of inquiries, including setting out 'an indicator we want to change' in every scoping report. We found limited evidence that these actions are taking place. The Council's arrangement for evaluating the impact of its Inquiry Panels would be strengthened if these were implemented.
- 31 The Council's scrutiny team also maintains a spreadsheet to track Cabinet responses to letters from the Scrutiny Programme Committee, Working Groups and Performance Panels. This spreadsheet provides a quantitative assessment of recommendations made by scrutiny, and recommendations subsequently accepted by Cabinet. However, we found little evidence to suggest the Council undertakes any systematic evaluation of the impact or effectiveness of these recommendations through this arrangement.
- 32 The Council also produces annual scrutiny reports to assess the scrutiny function's effectiveness as a whole. The annual reports include a summary self-evaluation that the Council uses to identify strengths and weaknesses to support continuous improvement of the scrutiny function. The Council's annual scrutiny reports are also based on performance against a range of performance measures captured in a scorecard, which covers four sections relating to scrutiny practice and outcomes. The performance is informed by the results of annual Member and staff surveys. The measures in the scorecard have remained largely unchanged since the Council introduced them in 2012. Whilst this allows the Council to assess trends in performance, there is an opportunity for the Scrutiny Programme Committee to reflect on whether the data collected continues to be relevant and useful to inform its evaluation of the function's effectiveness. For instance, it would be difficult for a member of the public to understand from the Scrutiny Annual Report 2016/17 what the impact or outcomes from the scrutiny function were during this period, as the report does not include a description and evaluation of scrutiny activity or evidence to demonstrate its impact.
- 33 As mentioned in paragraph 24, one of the main ways in which the Council highlights the work of its scrutiny activity is through its Scrutiny Dispatches; 'How scrutiny councillors are making a difference' (see footnote 7). This is a quarterly publication, which aims to set out the Council's scrutiny achievements and outcomes, and how the work of scrutiny is making a difference. The quarterly Scrutiny Dispatches are considered by full Council and are available on the Council's website. For example, Scrutiny Dispatches, January 2018 states that the Inquiry into School governance prompted reflection on the support and training provided to school governors, and highlighted the need for closer working between governing bodies and school challenge advisors.

- 34 The Council produces a range of scrutiny activity outputs. Recent examples include inquiry reports on School Readiness and School Governance, Tackling Poverty and Child and Adolescent Mental Health Services. However, the Council needs to consider how it can demonstrate outcomes for citizens from its scrutiny activity.

Appendix 1

Exhibit 1: outcomes and characteristics for effective local government overview and scrutiny

Outcome What does good scrutiny seek to achieve?	Characteristics What would it look like? How could we recognise it?
<p>1. Democratic accountability drives improvement in public services.</p> <p>‘Better Services’</p>	<p>Environment</p> <ul style="list-style-type: none"> i) Scrutiny has a clearly defined and valued role in the council's improvement arrangements. ii) Scrutiny has the dedicated officer support it needs from officers who are able to undertake independent research effectively, and provide Scrutiny members with high-quality analysis, advice and training. <p>Practice</p> <ul style="list-style-type: none"> iii) Overview and Scrutiny inquiries are non-political, methodologically sound and incorporate a wide range of evidence and perspectives. <p>Impact</p> <ul style="list-style-type: none"> iv) Overview and scrutiny regularly engages in evidence based challenge of decision makers and service providers. v) Scrutiny provides viable and well evidenced solutions to recognised problems.
<p>2. Democratic decision making is accountable, inclusive and robust.</p> <p>‘Better decisions’</p>	<p>Environment</p> <ul style="list-style-type: none"> i) Scrutiny councillors have the training and development opportunities they need to undertake their role effectively. ii) The process receives effective support from the Council's Corporate Management Team who ensures that information provided to scrutiny is of high quality and is provided in a timely and consistent manner. <p>Practice</p> <ul style="list-style-type: none"> iii) Scrutiny is Member led and has `ownership` of its work programme taking into account the views of the public, partners and regulators whilst balancing between prioritising community concerns against issues of strategic risk and importance. iv) Stakeholders have the ability to contribute to the development and delivery of scrutiny forward work programmes. v) Overview and scrutiny meetings and activities are well-planned, chaired effectively and make best use of the resources available to it.

Outcome What does good scrutiny seek to achieve?	Characteristics What would it look like? How could we recognise it?
	<p>Impact</p> <ul style="list-style-type: none"> vi) Non-executive Members provide an evidence based check and balance to Executive decision making. vii) Decision makers give public account for themselves at scrutiny committees for their portfolio responsibilities.
<p>3. The public is engaged in democratic debate about the current and future delivery of public services.</p> <p>‘ Better engagement ’</p>	<p>Environment</p> <ul style="list-style-type: none"> i) Scrutiny is recognised by the Executive and Corporate Management team as an important council mechanism for community engagement. <p>Practice</p> <ul style="list-style-type: none"> ii) Scrutiny is characterised by effective communication to raise awareness of, and encourage participation in democratic accountability. iii) Scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict. iv) Scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders. <p>Impact</p> <ul style="list-style-type: none"> v) Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes.

Appendix 2

Exhibit 2: recommendations from the report of the Auditor General's National Improvement Study 'Good Scrutiny? Good Question' (May 2014)

Recommendation	Responsible Partners
R1 Clarify the role of executive members and senior officers in contributing to scrutiny.	Councils, Welsh Government, Welsh Local Government Association
R2 Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Councils, Welsh Government, Welsh Local Government Association
R3 Further develop scrutiny forward work programing to : <ul style="list-style-type: none"> • provide a clear rational for topic selection • be more outcome focussed • ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and • align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements 	Councils
R4 Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.	Councils, Staff of the Wales Audit Office, CSSIW, Estyn
R5 Ensure that external review bodies take account of scrutiny work programmes and the outputs of scrutiny activity, where appropriate, in planning and delivering their work.	Staff of the Wales Audit Office, CSSIW, Estyn
R6 Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.	Councils, Welsh Government, Welsh Local Government Association
R7 Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny'	Councils

Recommendation	Responsible Partners
developed by the Wales Overview & Scrutiny Officers' Network.	
R8 Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.	Councils
R9 Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.	Councils

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Agenda Item 9



Report of the Chair

Scrutiny Programme Committee – 10 September 2018

Membership of Scrutiny Panels and Working Groups

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

1. Introduction

1.1 In accordance with Council report 18 October 2012 when current scrutiny arrangements were agreed, the Scrutiny Programme Committee is responsible for appointing members and conveners to the various scrutiny panels / working groups that are established.

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

2.1 None.

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

- It is necessary for more than one political group to be represented on each panel / working group.
- These bodies also need to be of a manageable size in terms of team working and effective questioning.
- Good scrutiny practice places emphasis on respect for minority party wishes around both chairing of such bodies and the work programme.
- Being fair and balanced in the appointment of conveners, when there is interest from more than one councillor, e.g. giving opportunity to those who have not acted as convener previously
- A minimum of 3 members should be present at all meetings.

3. Legal Implications

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

4. Financial Implications

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

Background Papers: None

Appendices: None

Agenda Item 10



Report of the Chair

Scrutiny Programme Committee – 10 September 2018

Scrutiny Work Programme 2018/19

Purpose	This report presents the agreed Scrutiny Work Programme for 2018/19 and information about current scrutiny activities which the Committee is responsible for monitoring.
Content	The agreed work programme is attached, which includes the topics that will be examined by scrutiny through various Panels and Working Groups. The plan for future committee meetings is also attached.
Councillors are being asked to	<ul style="list-style-type: none">• plan for the committee meetings ahead• consider opportunities for pre-decision scrutiny• review the scrutiny work programme (including progress of current Panels and Working Groups)
Lead Councillor	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer	Tracey Meredith, Head of Legal, Democratic Services and Business Intelligence
Report Author	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	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 always produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered. Inquiry panels will reconvene to follow up on the implementation of agreed recommendations and the impact of their work – usually 6-12 months following cabinet decision.
- 1.7 Although much of the work of scrutiny is carried out by informal panels and working groups these meetings are accessible to the public. Agendas, reports and letters relating to all such scrutiny activities are published, in the same manner as the committee, on the Council's modern.gov online platform:

<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

2. Scrutiny Work Programme 2018/19

- 2.1.1 The agreed scrutiny work programme for 2018/19 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 main item(s) scheduled for the next Committee meeting on 8 October are:

- Cabinet Member Question Session: Cabinet Member for Education Improvement, Learning & Skills - Councillor Jennifer Raynor.
- Annual Corporate Safeguarding Report - to consider report of the Council's Corporate Safeguarding Group. The report is cross cutting and is not a report on social services performance but on how the Council as whole is meeting its safeguarding responsibilities.

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

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

2.2.6 Commissioning Reviews – it has already been acknowledged that reports about the various commissioning reviews / new cross-cutting reviews that are planned over the next year are key cabinet decisions and should be subject to scrutiny. There is a general agreement that all these Reviews will undergo pre-decision scrutiny. This will be carried out via the Committee or relevant Panels as appropriate. Any outstanding reviews and the new cross-cutting reviews will be on the scrutiny radar during the year ahead and scheduled into work plans.

2.3 Inquiry Panels:

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

In Progress (yet to report):	Completed (follow up stage)
1. Natural Environment (evidence gathering stage; inquiry expected end: November 2018)	1. Tackling Poverty (Sep 2018)
2. Equalities (pre-inquiry stage - Panel meeting 11 Oct)	2. Child & Adolescent Mental Health Services (21 Nov 2018)
	3. Regional Working (May 2019)

2.3.2 Cabinet (16 August) has responded to the final report and recommendations of the Regional Working Scrutiny Inquiry Panel. The Panel made 11 recommendations, all of which were agreed. The Cabinet Member's response provides an action plan for the implementation of recommendations which will be followed up in due course by the Inquiry Panel.

2.4 Performance Panels:

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

Performance Panel	Convener
1. Service Improvement & Finance (monthly)	Cllr. Chris Holley
2. Schools (monthly)	Cllr. Mo Sykes (NB Cllr Lyndon Jones acting as informal vice-convener)
3. Adult Services (monthly)	Cllr. Peter Black
4. Child & Family Services (every two months)	Cllr. Paxton Hood-Williams
5. Development & Regeneration (every two months)	Cllr. Jeff Jones
6. Public Services Board (multi- agency) (quarterly)	Cllr. Mary Jones

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

2.5 Working Groups:

2.5.1 The following Working Groups will be convened during the year ahead, in priority groups as shown and projected timetable:

First six months	Second six months
1. Residents Parking (Sep)	5. Tourism (Feb)
2. Air & Noise Pollution (Nov)	6. Anti-Social Behaviour (Mar)
3. Welfare Reform (Dec)	7. Digital Inclusion (Apr)
4. Environmental Enforcement (Jan)	8. Archive Service (May)

(NB: an annual meeting on **Local Flood Risk Management** is a standing item in the work programme however an extra meeting will take place, as requested by the Working Group, in October)

2.6 Regional Scrutiny:

2.6.1 **Education Through Regional Working** - Swansea scrutiny is involved in a regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A Scrutiny Councillor Group has been set up in order to coordinate scrutiny work across the region and ensure a consistent approach. It is initially meeting bi-annually. The Swansea Scrutiny Team is providing support for this group as the Council's contribution to ERW. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Schools Performance Panel. The next meeting, taking place on 10 September 2018, will be hosted by Neath Port Talbot Council.

2.6.2 **Swansea Bay City Deal** – A Joint Scrutiny Committee has recently been established which will involve three councillor representatives from each of the four Councils involved in the City Deal meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme. Swansea Councillors representatives are: Jan Curtice, Phil Downing & Mary Jones. The Joint Scrutiny Committee will be serviced by Neath Port Talbot Council, who are making arrangements for the first meeting.

3. **Monitoring the Work Programme**

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

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

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

4. Public Requests for Scrutiny / Councillor Calls for Action

4.1 None.

5. Financial Implications

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

6. Legal Implications

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

Background papers: None

Appendices:

Appendix 1: Agreed Scrutiny Work Programme 2018-19

Appendix 2: Scrutiny Programme Committee - Work Plan 2018-19

Appendix 3: Cabinet Forward Plan

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

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

Appendix 1: Agreed Scrutiny Work Programme 2018/19



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

1. Natural Environment (currently in progress)

Key Question: What should Swansea Council be doing to maintain, enhance and promote its natural environment and biodiversity, and in doing so promote the resilience of ecosystems?

2. Equalities

3. Community Regeneration

Inquiry Follow Ups:

- Child & Adolescent Mental Health Services
- Tackling Poverty
- Regional Working

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

1. Service Improvement & Finance
(monthly)

2. Schools (monthly)

3. Adult Services (monthly)

4. Child & Family Services (6 meetings)

5. Development & Regeneration (6 meetings)

6. Public Services Board
(quarterly)

Regional Scrutiny:

- **ERW Scrutiny Councillor Group** (twice a year) *(Education through Regional Working)*
- **City Deal Joint Scrutiny Committee** (quarterly)

Working Groups:
(light touch / one-off meetings)

- 1. Homelessness** (completed)
- 2. Community Cohesion & Hate Crime** (completed)
- 3. Local Flood Risk Management** (annual meeting)
- 4. Residents Parking**
- 5. Air / Noise Pollution**
- 6. Welfare Reform**
- 7. Environmental Enforcement**
- 8. Digital Inclusion**
- 9. Tourism**
- 10. Anti-Social Behaviour**
- 11. Archive Service**

Reserve list

- Culture & Heritage
- Tenant Participation
- Co-production
- Procurement

Issues referred to Performance Panels as part of their monitoring activities:

Adult Services:

- **Safeguarding - Modern Slavery / Human Trafficking** - (is there a problem in Swansea? what is happening to prevent?)

Child & Family Services:

- **Safeguarding - Child Sexual Exploitation** (is there a problem in Swansea? what is happening to prevent?)

Development & Regeneration:

- **City Centre** Re-development
- **Skyline** Development (ask about consultation with local community)
- **Local Manufacturing**

Schools:

- **Pupil Development Grant**
- **Special Education Needs** (concern about increase in no. of cases going to tribunal)
- **School Transport**
- **Free School Meals / LAC** attainment

Service Improvement & Finance:

- **Planning Enforcement** (discuss as part of annual performance report incl. around developer commitments)
- **Waste** (ask about waste treatment as part of annual performance report)
- **Welsh Housing Quality Standard** (annual position statement about progress in delivering WHQS by 2020/21 target)

Scrutiny Programme Committee – Work Plan 2018/19

Standing / Recurring Agenda Items:

Role of the Committee	<ul style="list-style-type: none"> To ensure understanding about the role of the Scrutiny Programme Committee, and discuss effective working
Scrutiny Work Programme	<ul style="list-style-type: none"> To consider feedback from Annual Scrutiny Work Planning Conference and proposals for the work programme, including work plan for future committee meetings To maintain overview on scrutiny work, monitor progress, and coordinate as necessary To receive progress reports from Conveners of Performance Panels on headlines from the Panel's work and achievements To plan for future committee meetings including key expectations e.g. key questions to explore, witnesses / information required To review future cabinet business and consider opportunities for pre-decision scrutiny To consider any councillor / public requests for scrutiny and/or Councillor Calls for Action (CCfA)
Membership of Scrutiny Panels and Working Groups	<ul style="list-style-type: none"> To agree membership of Scrutiny Panels and Working Groups (including appointment of conveners) and subsequent changes
Scrutiny Letters	<ul style="list-style-type: none"> To review scrutiny letters and Cabinet Member responses arising from scrutiny activities
Scrutiny Dispatches (Quarterly)	<ul style="list-style-type: none"> To approve content of Dispatches prior to reporting to Council, ensuring visibility and awareness of headlines from scrutiny activities, achievements and impact
Scrutiny Annual Report	<ul style="list-style-type: none"> To agree the annual report of the work of overview & scrutiny for the previous municipal year, as required by the Council Constitution
Final Scrutiny Inquiry Reports	<ul style="list-style-type: none"> To receive final reports (including conclusions and recommendations) of Inquiry Panel prior to submission to Cabinet for decision
Scrutiny Events	<ul style="list-style-type: none"> Information about upcoming and feedback from recent scrutiny events (e.g. relevant regional / national scrutiny development & improvement Issues; WLGA / CfPS network meetings)
Annual Work Plan Review	<ul style="list-style-type: none"> To reflect on the year's work, achievements, experiences, issues, ideas for future scrutiny

ACTIVITY	19 June 2018*	9 July 2018	20 July 2018*	13 August 2018	10 September 2018	8 October 2018
Scrutiny Work Programme		<ul style="list-style-type: none"> • Role of the Committee • Draft Work Programme for Agreement • Scrutiny Improvement & Development Objectives 			Wales Audit Office Report – Overview & Scrutiny: Fit for the Future?	
Cabinet Member Question & Answer Sessions				Homes & Energy	Business Transformation & Performance (Deputy Leader)	Education Improvement, Learning & Skills
Other Cabinet Member / Officer Reports			Swansea Bay City Deal Joint Scrutiny Committee			Annual Corporate Safeguarding Report
Scrutiny Performance Panel Progress Reports				Service Improvement & Finance	Adult Services	Schools
Pre-decision Scrutiny	More Homes Parc Yr Helyg Site Options Appraisal					
Final Scrutiny Inquiry Reports						
Scrutiny Reports to Council						Scrutiny Annual Report 2017/18

ACTIVITY	12 November 2018	10 December 2018	14 January 2019	11 February 2019	11 March 2019	8 April 2019
Scrutiny Work Programme						
Cabinet Member Question & Answer Sessions	Children Services (Early Years and Young People)	Care, Health & Ageing Well	Economy & Strategy (Leader)	Environment & Infrastructure Management	Investment, Regeneration & Tourism	Better Communities (People and Place)
Other Cabinet Member / Officer Reports	<ul style="list-style-type: none"> Sustainable Swansea – Commissioning Reviews: Service Areas – Post Implementation Updates Children & Young People’s Rights Scheme – Compliance and Progress 					
Scrutiny Performance Panel Progress Reports	Child & Family Services	Development & Regeneration	Service Improvement & Finance	Adult Services	Schools	Public Services Board
Pre-decision Scrutiny						
Final Scrutiny Inquiry Reports	Natural Environment					
Scrutiny Reports to Council	Scrutiny Dispatches Impact Report			Scrutiny Dispatches Impact Report		

ACTIVITY	13 May 2018					
Scrutiny Work Programme	Annual Work Plan Review					
Cabinet Member Question & Answer Sessions	Delivery					
Other Cabinet Member / Officer Reports						
Scrutiny Performance Panel Progress Reports						
Pre-decision Scrutiny						
Final Scrutiny Inquiry Reports						
Scrutiny Reports to Council	Scrutiny Dispatches Impact Report					

* denotes extra meeting

To Be Arranged:

Scrutiny / Audit Committee Coordination	<ul style="list-style-type: none"> • Chair of Audit Committee to attend to share work plan of Audit Committee / Annual Report. Discussion to ensure: <ul style="list-style-type: none"> - mutual awareness and understanding of respective work plans and co-ordination - issues relating to work programmes can be discussed
Crime & Disorder Scrutiny	<ul style="list-style-type: none"> • Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc (extra meeting around March 2019).

Specific Recurring Reports to Committee:

Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Updates	<ul style="list-style-type: none"> • Regular update on progress in implementation of service changes following Commissioning Reviews / outcomes.
Annual Corporate Safeguarding Report	<ul style="list-style-type: none"> • To consider report of the Council's Corporate Safeguarding Group. The report is cross cutting (i.e. covers safeguarding of adults and children) and is not a report on social services performance but on how the Council as whole is meeting its safeguarding responsibilities.
Children & Young People's Rights Scheme – Compliance and Progress	<ul style="list-style-type: none"> • To discuss annual progress report on implementation of Children & Young People's Rights Scheme, and consider impact (scheme was agreed by Cabinet in October 2014).

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Increased Planned Places at Penybryn Special School.	The report will consider the consultation responses received and determine if the proposal moves to the next stage i.e. the publication of a statutory notice to increase the planned places at Penybryn Special School from April 2019.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Sep 2018	Open
Outcome of Day Services for Older People Consultation.	The report provides an outline of outcome of the Day Services for Older People Commissioning Review, sets out the results of the consultation and puts forward a recommendation to Cabinet for the way forward.	Alex Williams	Cabinet Member - Care, Health & Ageing Well	Cabinet	20 Sep 2018	Open
Outcome of Residential Care for Older People Consultation.	The report provides an outline of outcome of the Residential Care for Older People Commissioning Review, sets out the results of the consultation and puts forward a recommendation to Cabinet for the way forward.	Alex Williams	Cabinet Member - Care, Health & Ageing Well	Cabinet	20 Sep 2018	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Quarter 1 2018/19 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the first quarter period April 2018 – June 2018.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	20 Sep 2018	Open
Review of the Gambling Policy.	The report sets out the legislative requirements in respect of producing, publishing and reviewing the Council's Gambling Policy. Provides information on when the Gambling Policy was last reviewed, details of the basis for the current review of the policy, the results of the consultation undertaken and the proposed changes to the policy.	Lynda Anthony	Cabinet Member - Delivery	Cabinet	20 Sep 2018	Open
Contract Award Report for the Framework for the Refurbishment of Kitchens and Bathrooms.	To obtain approval to establish a framework agreement for the refurbishment of kitchens and bathrooms.	Jeff Pope	Cabinet Member - Homes & Energy	Cabinet	20 Sep 2018	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Contract Award : Framework of Contractors for Housing Renewal and Adaptations works.	To provide details of the procurement of a list of suitably qualified contractors to carry out Housing Grants and Loans works, and to seek approval from Cabinet.	Darren Williams	Cabinet Member - Homes & Energy	Cabinet	20 Sep 2018	Open
Financial Procedure Rule 7 Active Travel Fund Grant 2018/19.	To confirm the bid for Active Travel Fund (ATF) Grant and seek approval for expenditure on the proposed schemes and projects in 2018/19.	Ben George	Cabinet Member - Environment & Infrastructure Management	Cabinet	20 Sep 2018	Open
Disposal of Highway land at Mumbles, Swansea.	The report deals with an application to acquire from the Council an area of temporarily closed highway at a value that reflects a restricted use.	David Turner	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	20 Sep 2018	Fully exempt
Annual Review of Performance 2017/18	To report the Council's compliance with its statutory obligations to make arrangements to secure continuous improvement as set out under Part 1 of the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.	Richard Rowlands	Clive Lloyd	Cabinet	18 Oct 2018	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
FPR7 - Hafod Copperworks Powerhouse Redevelopment Project – Heritage Lottery Funded Stage 2 Grant Application.	Following an award for Stage 1 to design the project up to and including RIBA Stage 3, approval from Cabinet is required via an FPR7 to accept a HLF grant award to complete design works and to undertake the refurbishment works to the Powerhouse site at Hafod Copperworks.	Tracy Nichols	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	18 Oct 2018	Open
Increased Planned Places at Penybryn Special School.	The report will consider any objections received during the statutory notice period and will determine if the planned places at Penybryn Special School should increase from April 2019.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Dec 2018	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
FPR7 - Project Extension of ESF funded Cynnydd Project.	Following the operational delivery of Cynnydd from September 2016 to date, WEFO have permitted the regional project to apply for additional funding to extend the projects delivery up to December 2022. With additional funding, the project can continue to deliver its added benefits, and support young people who are the greatest risk of becoming NEET.	Tracy Nichols	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Dec 2018	Open
Quarter 2 2018/19 Performance Monitoring Report.	To help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	20 Dec 2018	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
School Organisation linked to the Welsh Education Strategic Plan.	The report will consider the consultation responses received and determine if the proposal moves to the next stage i.e. the publication of statutory notices to: 1. Close YGG Felindre on 31 August 2019; and 2. Relocate and enlarge YGG Tan-y-lan 3. Relocate and enlarge YGG Tirdeunaw	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Dec 2018	Open
Small School Review.	The report will consider the consultation responses received and determine if the proposal moves to the next stage i.e. the publication of a statutory notice to close Craigcefnparc Primary School on 31 August 2019.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Dec 2018	Open
Quarter 3 2018/19 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2018 – December 2018.ro	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	21 Mar 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
School Organisation linked to the Welsh Education Strategic Plan.	1. The report will consider any objections received during the statutory notice period and will determine if: Close YGG Felindre on 31 August 2019; and Relocate and enlarge YGG Tan-y-lan Relocate and enlarge YGG Tirdeunaw	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	21 Mar 2019	Open
Small School Review.	The report will consider any objections received during the statutory notice period and will determine if Craigcefnparc Primary School should close on 31 August 2019.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	21 Mar 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
General Building Materials Framework.	<p>A framework agreement with the successful bidders to supply General Building Materials, split over 9 Lots that will allow CB&PS to continue to carry out works to properties within the housing stock and public buildings.</p> <ul style="list-style-type: none"> • Lot1 – Heavy side • Lot2 – Timber • Lot3 – Doors • Lot4 – Paint • Lot5 – Ironmongery • Lot6 – Roofing • Lot7 - Screws and Fixings • Lo8 – Miscellaneous • Lot9 – Roofline 	Maz Ward	Cabinet Member - Homes & Energy	Cabinet	20 Sep 2018	Fully exempt

Appendix 4a

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
Child & Adolescent Mental Health Services Follow Up (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						21						
Regional Working Follow Up (Cabinet decision 16/8/18) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Rob Stewart Lead CMT: Sarah Caulkin Lead Head of Service: cross-cutting												
PERFORMANCE PANELS:												
Adult Services (monthly) Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member Mark Child Lead CMT: Dave Howes Lead Head of Service: Alex Williams	19	17	21	17* 25	23	20	11	15	19	19	16	
Service Improvement & Finance (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart / Clive Lloyd Lead CMT: Sarah Caulkin / Ben Smith	5 19*	10	14	11	29	13	11	15	12	12	9	

Appendix 4a

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
Community Cohesion & Hate Crime Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mary Sherwood Lead CMT: Lead Head of Service: Rachel Moxey	20											
Residents Parking Lead Scrutiny Councillor: Peter May Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Stuart Davies												
Local Flood Risk Management Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Stuart Davies					8							
Air & Noise Pollution Lead Scrutiny Councillor: Joe Hale Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Mark Wade												
Welfare Reform Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: tbc Lead Cabinet Member: Mary Sherwood Lead CMT: Phil Roberts Lead Head of Service: Rachel Moxey												

Appendix 4a

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
Environmental Enforcement Lead Scrutiny Councillor: Jeff Jones Lead Scrutiny Officer: tbc Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: cross-cutting												
Tourism Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: tbc Lead Cabinet Member: Robert Francis-Davies Lead CMT: Martin Nicholls Lead Head of Service: Tracey McNulty												
Anti-Social Behaviour Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: tbc Lead Cabinet Member: Mary Sherwood Lead CMT: Lead Head of Service: Rachel Moxey												
Digital Inclusion Lead Scrutiny Councillor: Lesley Walton Lead Scrutiny Officer: tbc Lead Cabinet Member: Clive Lloyd Lead CMT: Sarah Caulkin Lead Head of Service: Jo Harley												
Archive Service Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: tbc Lead Cabinet Member: Robert Francis-Davies Lead CMT: Martin Nicholls Lead Head of Service: Tracey McNulty												

Appendix 4a

REGIONAL SCRUTINY:											
ERW - Education through Regional Working (bi-annual) Lead Scrutiny Councillor: Mary Jones / Mo Sykes Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: Helen Morgan-Rees Regional Lead: Betsan O'Connor				10						25	
Swansea Bay City Deal Joint Scrutiny Committee (quarterly) Swansea Scrutiny Councillors: Jan Curtice / Phil Downing / Mary Jones Lead Scrutiny Officer: Jason Davies, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts / Martin Nicholls Lead Head of Service: Phil Holmes											

* denotes extra meeting

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

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

a) Natural Environment (convener: Cllr Peter Jones)

Key Question: What should Swansea Council be doing to maintain, enhance and promote its natural environment and biodiversity, and in doing so promote the resilience of eco-systems?

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The Panel met with volunteers of green spaces in July to hear how they are managing Council land in relation to biodiversity issues. It highlighted the extensive voluntary work and the vast amount of green space managed by the groups. The next evidence gathering meeting on the 29 August will be with Corporate Building Services and Corporate Property Services ahead of the final evidence meeting on 21 September. This meeting will focus on the legislative requirements and will hear from Welsh Local Government Association, Natural Resources Wales, the Future Generations Commissioners Office and Welsh Government. There will be a findings report meeting and then a review with the Chief Executive and Leader on 31 October ending the inquiry. The draft report will then be written.

Projected End Date: November 2018

b) Equalities (convener: Cllr Louise Gibbard)

Key Question: tbc

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The first stage will be for a ‘pre-inquiry’ meeting which has been scheduled for the 11 October 2018. This will involve an overview / briefing on the subject matter, with advice from relevant cabinet members / officers and existing research & information. This will help inform decisions about how scrutiny can contribute to improvement and the focus, scale and direction of any inquiry. If the Panel agrees an

inquiry should be undertaken then it will then need to put together appropriate Terms of Reference for this work.

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	
Child & Adolescent Mental Health Services	16 Feb 2017	13	1	1	(i) 15 Nov 2017 (ii) 21 Nov 2018
Tackling Poverty	15 Jun 2017	12	1	2	Oct 2018 tbc
Regional Working	16 Aug 2018	11	0	0	May 2019

3. Performance Panels:

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

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

The Panel had the Annual Performance Monitoring Report on 14 August and produced a letter highlighting some performance indicators which did not meet target. The next meeting in September will see the Recycling and Landfill Annual Report return to the Panel along with some financial monitoring items.

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

The Panel will next meet in September when they will speak to the Director of Education about the School Improvement Service, the Education through Regional Working Business Plan priorities focussing on Swansea aspects. In October the Panel plan to visit a school, speaking to the Headteacher and Chair of Governors about performance and their prospects for improvement.

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

The Panel had a session on the 18 July looking at Governance of the Public Services Board as a whole. The Panel received a report which provided details around governance arrangements, including the Terms of Reference and the Partnership Manual. Councillor Clive Lloyd attended to answer questions and update the Panel on the work of the

Board. The next meeting in October will feature the Future Generations Commissioner coming to speak to the Panel about the Well-being and Future Generations (Wales) Act 2015 and Public Services Boards in general.

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

The Panel met on 28 August and discussed the performance of the regional Adoption Service including the recent inspection. They also discussed the Bright Spots Survey results and received an update on Advocacy. The next meeting on 29 October will monitor the performance of the Service and discuss 16 Plus and the Youth Offending Service.

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

A progress report appears separately in the agenda as Item No. 7

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

The Panel met on 19 July to discuss the report on Swansea Regeneration Projects Update which went to Cabinet on 21 June. The financial implications of this were reviewed with the Section 151 Officer. In terms of developing the work of the Panel and structured monitoring the Convener of the Panel recently met with Martin Nicholls, Director-Place to discuss this and was informed that a monitoring report is being developed. Future Panel meetings will include regular monitoring around development and regeneration activity and progress, as well as a one-off focus on specific items, as identified and agreed by the Panel.

4. Regional Scrutiny:

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

a) **Education Through Regional Working**

A regional scrutiny councillors group meets 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 will next meet on the 10 September 2018 and will be hosted by Neath Port Talbot Council. The Group will discuss the national model for education consortia, the ERW review and reform programme, the Measuring Impact Report and Pupil Performance at Key Stage 4 across the region. The meeting following this will take place on the 25 March 2019 and will be hosted by Swansea Council.

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

b) Swansea Bay City Deal

A Joint Scrutiny Committee has recently been established which will involve three councillor representatives from each of the four Councils involved in the City Deal meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme. Swansea Councillor representatives are: Jan Curtice, Phil Downing & Mary Jones. The Joint Scrutiny Committee will be serviced by Neath Port Talbot Council, who are making arrangements for the first meeting.

5. Working Groups:

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

a) Community Cohesion & Hate Crime (convener: Meeting 1 Cllr Elliot King and Meeting 2 Cllr Louise Gibbard)

This Working Group met on 14 November which enabled information and discussion / questions about the council's work and effectiveness to support and promote community cohesion and tackle hate crime, and consider the current situation.

A second meeting to look in more detail at the Community Cohesion aspect took place on the 20 June 2018 which looked at concerns concern raised about the lack of an overarching direction, or strategy, for this aspect. The Working Group has written to the Cabinet Member for Better Communities (People) and a response is awaited. Both letters will then be reported to the Committee.

b) Local Flood Risk Management (convener: Cllr Peter Jones)

This is an annual recurring item in the work programme. The Working Group met on 20 February to receive an annual update to monitor progress on the delivery of the Flood Risk Management Plan. The Scrutiny Programme Committee has agreed an additional meeting to monitor progress on the recommendations made by the Group. This will take place on 8 October.

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

1. Residents Parking

This will enable information, questions and discussion about concerns that have been raised about the new electronic permit issuing process, as well as other relevant issues e.g. members of the public have raised issues about the adequacy of parking provision, and whether there is potential for charging given financial pressures has / is being explored.

2. Air / Noise Pollution

This will enable information, questions and discussion on the situation in Swansea and effects, how pollution is measured / monitored, and efforts to tackle problems and reduce.

3. Welfare Reform

This will enable information, questions and discussion on the impact of welfare reform in Swansea, e.g. Universal Credit, and work / measures in place to support citizens and mitigate problems.

4. Environmental Enforcement

This will enable information, questions and discussion about what is being done in relation to the enforcement / prevention of environmental issues such as fly tipping, dog fouling, litter, pavement parking etc., concerns about which seem to be regularly raised by the public.

Further Working Groups to be convened in the second half of 2018/19 (membership / conveners to be appointed in due course):

• **Tourism**

This will enable assessment of current activities taking into account previous scrutiny inquiry, and include discussion on issue raised about the maintenance / development of coastal path.

• **Anti-Social Behaviour**

This will enable information, questions and discussion on current approaches to tackle anti-social behaviour in our communities and their effectiveness.

• **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 Council's digital inclusion strategy. Councillors will be able to consider how well prepared both the Council itself and the public is to use and communicate / engage via digital technology.

- **Archive Service**

This would enable discussion about current service delivery, performance, and challenges. There is particular concern about accommodation issues and their effect on the service.

Agenda Item 11



Report of the Chair

Scrutiny Programme Committee – 10 September 2018

Scrutiny Letters

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

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

Scrutiny Letters Log (25 May 2018 - 23 May 2019)

Ave. Response Time (days): 16 (target within 21 days) % responses within target: 88

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Development & Regeneration Performance Panel	15-May	End of year round up - Engagement with Scrutiny and Costs	Economy & Strategy (Leader)	29-May	09-Jul	27	n/a
2	Service Improvement & Finance Performance Panel	07-Feb	Libraries	Investment, Regeneration & Tourism	30-May	26-Jun	21	n/a
3	Committee	14-May	Cabinet Member Q & A	Delivery	04-Jun	25-Jun	21	09-Jul
4	Adult Services Performance Panel	16-May	Performance monitoring and budget outputs	Care, Health & Ageing Well	07-Jun	15-Jun	8	n/a
5*	Committee	19-Jun	Pre-decision scrutiny - More Homes Parc Yr Helyg Site Options Appraisal	Homes & Energy	20-Jun	n/a	n/a	09-Jul
6	Schools Performance Panel	07-Jun	Science in Schools	Education Improvement, Learning & Skills	21-Jun	03-Jul	12	n/a
7	Service Improvement & Finance Performance Panel	19-Jun	Pre-decision scrutiny - Cultural Services Commissioning Review	Investment, Regeneration & Tourism	27-Jun	n/a	n/a	n/a
8	Working Group	20-Jun	Community Cohesion	Better Communities - People	02-Jul	26-Jul		
9	Working Group	12-Jun	Homelessness	Homes & Energy	05-Jul	26-Jul	21	13-Aug

10	Child & Family Services Performance Panel	25-Jun	Impact of Prevention and Early Intervention on CFS	Children's Services - Early Years	12-Jul	n/a	n/a	n/a
11	Schools Performance Panel	18-Jul	Pre-decision scrutiny - changes to EMAU Service	Education Improvement, Learning & Skills	19-Jul	n/a	n/a	n/a
12	Schools Performance Panel	12-Jul	Visit and meeting at Gowerton Primary School re: Foundation Phase	Education Improvement, Learning & Skills	20-Jul	26-Jul	6	n/a
13	Development & Regeneration Performance Panel	19-Jul	City Deal financial implications	Economy & Strategy (Leader)	14-Aug	21-Aug	n/a	n/a
14	Public Services Board Performance Panel	18-Jul	Governance of PSB	Economy & Strategy (Leader)	15-Aug	28-Aug	13	
15	Service Improvement & Finance Performance Panel	14-Aug	End of Year Performance Monitoring Report	Economy & Strategy (Leader)	23-Aug			
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Appendix 1

Agenda Item 12

Audit Committee Workplan 2018/19

Terms of Reference	12 June 2018	26 June 2018 (Special)	17 July 2018	14 August 2018	11 September 2018	9 October 2018	11 December 2018	12 February 2019	9 April 2019
Training	Audit Committee Initial Training Risk Management		Financial Management & Accounting Governance	Internal Audit	External Audit	Counter Fraud			
Governance	Election of Chair & Vice Chair Audit Committee Training Programme 2018/19		Draft Annual Governance Statement 2017/18	Draft Audit Committee Annual Report 2017/18	Final Audit Committee Annual Report 2017/18	Chair of Scrutiny Programme Committee			
Internal Audit	Internal Audit Monitoring Report Q4 2017/18 Performance Review 16/17 Action Plan Update Report			Internal Audit Annual Report 2017/18 Audit Committee Review of Performance 2017/18 Action Plan - Draft	Internal Audit Monitoring Report Q1 2018/19 Audit Committee Review of Performance 2017/18 Action Plan - Final	Annual Report of School Audits 2017/18 Chief Education Officer response to Schools Audit Report	Internal Audit Monitoring Report Q2 2018/19 Recommendation Tracker Report 2017/18	Internal Audit Monitoring Report Q3 2018/19 Internal Audit Annual Plan Methodology Report 2019/20	Internal Audit Charter 2019/20 Internal Audit Annual Plan 2019/20 Social Care Contracts Update
Risk Management & Performance	WAO Proposals for Improvement Report – Six Month Update Overview of the Overall Status of Risk Report Q4 2017/18			Overview of the Overall Status of Risk Report Q1 2018/19			Overview of the Overall Status of Risk Report Q2 2018/19	WAO Proposals for Improvement Report – Six Month Update Overview of the Overall Status of Risk Report Q3 2018/19	Overview of the Overall Status of Risk Report Q4 2018/19
Counter Fraud					Corporate Fraud Annual Report 2017/18				Corporate Fraud Annual Plan 2019/20
External Audit		Audit Committee Review of Performance 2017/18			WAO ISA 260 Report 2017/18 – CCS WAO ISA 260 Report 2017/18 – Pension Fund		WAO Annual Audit Letter 2017/18	WAO Grants Report 2017/18 WAO Annual Audit Plan 2018/19 CCS & Pension Fund	Audit Committee Review of Performance 2018/19
Financial Reporting			Draft Statement of Accounts 2017/18 - CCS Letters of Representation CCS & Pension Fund	Draft Statement of Accounts 2017/18 - Pension Fund		Trusts & Charities Update Report	Review of Reserves Report Treasury Management & Budgetary Control Update		

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

Agenda Item 13

Date and Time of Upcoming Panel / Working Group Meetings

- a) 11 September at 10.00am – Service Improvement & Finance Scrutiny Performance Panel (Committee Room 5, Guildhall)
- b) 12 September at 10.00am – Development & Regeneration Scrutiny Performance Panel (Committee Room 5, Guildhall)
- c) 17 September at 3.00pm – Adult Services Scrutiny Performance Panel – extra meeting pre-decision scrutiny (Council Chamber, Guildhall)
- d) 21 September at 1.00pm – Natural Environment Scrutiny Inquiry Panel (Committee Room 1, Civic Centre)
- e) 25 September at 4.00pm – Adult Services Scrutiny Performance Panel (Committee Room 3, Civic Centre)
- f) 27 September at 4.00pm – Schools Scrutiny Performance Panel (Chamber Meeting Room, Civic Centre)
- g) 3 October at 10.00am – Public Services Board Scrutiny Performance Panel (Committee Room 5, Guildhall)
- h) 4 October at 10.00am – Natural Environment Scrutiny Inquiry Panel (Councillor Meeting Room, Guildhall)
- i) 8 October at 10.00am – Local Flood Risk Management Scrutiny Working Group (Committee Room 5, Guildhall)