



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

## **Pwyllgor Rhaglen Chraffu**

**Lleoliad:** Siambr y Cyngor - Neuadd y Ddinas, Abertawe

**Dyddiad:** Dydd Llun, 10 Rhagfyr 2018

**Amser:** 4.30 pm

**Cadeirydd:** Y Cynghorydd Mary Jones

**Aelodaeth:**

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

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

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

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### **Agenda**

**Rhif y Dudalen.**

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
- 3 Gwahardd pleidleisiau chwip a datgan chwipiau'r pleidiau.**
- 4 Cofnodion.**  
Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.
- 5 Cwestiynau Gan y Cyhoedd.**  
Rhaid i'r cwestiynau ymwneud â materion ar ran agored agenda'r cyfarfod, ac ymdrinnir â hwy o fewn 10 munud.
- 6 Sesiwn Holi Aelod y Cabinet: Aelod y Cabinet dros Ofal, Iechyd a Heneiddio'n Dda (y Cynghorydd Mark Child)** **1 - 15**
- 7 Adolygiadau Comisiynu Abertawe Gynaliadwy - Diweddariad Blynyddol 2018.** **16 - 32**

<b>8</b>	<b>Adroddiadau Cynnydd y Panel Craffu Perfformiad:</b> Datblygiad ac Adfywio (Y Cynghorydd Jeff Jones, Cynullydd)	<b>33 - 36</b>
<b>9</b>	<b>Aelodaeth Paneli a Gweithgorau Craffu.</b>	<b>37 - 38</b>
<b>10</b>	<b>Rhaglen Waith Craffu 2017/18.</b> Trafodaeth am: a) Gynllun Gwaith y Pwyllgor. b) Cyfleoedd Craffu Cyn Penderfynu. c) Cynnydd gyda Phaneli a Gweithgorau Craffu	<b>39 - 73</b>
<b>11</b>	<b>Llythyrau Craffu.</b>	<b>74 - 115</b>
<b>12</b>	<b>Cynllun Gwaith y Pwyllgor Archwilio (Er Gwybodaeth).</b>	<b>116</b>
<b>13</b>	<b>Dyddiad ac Amser Cyfarfodydd Paneli/Gweithgorau Sydd ar Ddod.</b>	<b>117</b>

**Cyfarfod nesaf:** Dydd Llun, 14 Ionawr 2019 ar 4.30 pm

*Huw Evans*

**Huw Evans**

**Pennaeth Gwasanaethau Democrataidd**

**Dydd Mawrth, 4 Rhagfyr 2018**

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

# Agenda Item 6



## Report of the Chair

### Scrutiny Programme Committee – 10 December 2018

## Cabinet Member Question Session

<b>Purpose:</b>	To enable the Committee to question Cabinet Members on their work. The Committee's questions will broadly explore Cabinet Members' priorities, actions, achievements and impact in relation to areas of responsibility.
<b>Content:</b>	The following Cabinet Member will appear before the Committee to participate in a question and answer session: <ul style="list-style-type: none"><li>• Councillor Mark Child, Cabinet Member for Care, Health &amp; Ageing Well</li></ul>
<b>Councillors are being asked to:</b>	<ul style="list-style-type: none"><li>• Question the Cabinet Member on relevant matters</li><li>• Make comments and recommendations as necessary</li></ul>
<b>Lead Councillor:</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer:</b>	Tracey Meredith, Chief Legal Officer and Monitoring Officer
<b>Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Paul Cridland

## 1. Introduction

1.1 One of the most important roles that scrutiny carries out is holding the Council's Cabinet to account. The Cabinet (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 June Burtonshaw	- Better Communities - Place
Cllr Mark Child	- 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 Members will appear before the Committee:

- a) Councillor Mark Child, Cabinet Member for Care, Health & Ageing Well

This Cabinet Portfolio includes responsibility for:

- Activities to Promote Independence & Ageing Well
- Adult Social Services modernisation
- Assessment / Care Management
- Elderly Care
- Healthy City Partnership
- Integration of Health & Social Care
- Joint Equipment
- Learning Disability
- Local Area Coordination Lead
- Mental Health
- Physical & Sensory Impairments
- Poverty Reduction
- Safeguarding
- Supporting People
- Wellbeing
- Western Bay Lead member
- Lead Elements of Sustainable Swansea

### 3. Approach to Questions

3.1 At each Cabinet Member Question Session 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, e.g. 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 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 Mark Child was previously portfolio holder for Health & Wellbeing, which included responsibility for both Adult Services and Child & Family Services. The correspondence with Cllr. Child following last year's Q & A session (November 2017) is attached, as the following issues relating to his current portfolio were discussed:

- Integration of Health & Social Care
- Domiciliary Care
- Local Area Coordinators
- Adult Services Budget
- Winter Preparation

4.2 Members may also wish to follow up, as necessary, on the Cabinet Member's engagement with relevant Scrutiny Panels / Working Groups over the past year.

Scrutiny involving the Cabinet Member over the past year:

- Adult Services Performance Panel:  
There is regular contact / correspondence with the Cabinet Member to give scrutiny views following performance monitoring activities. The Cabinet Member attended a Question and Answer session with the Panel in March 2018. He was also written to over the past year about the following issues:
  - Demand Management (Dec 2017)
  - Workforce Development & Systems Support (Jan 2018)
  - Social Services Charges (Jan 2018)
  - Intermediate Care, The Welsh Community Care Information System, Draft Annual Budget (Mar 2018)
  - Complaints Annual Report (Apr 2018)
  - Pre-decision on Outcomes of Residential Care And Day Services Commissioning Reviews (Apr & May 2018)
  - Budget Outputs (Jun 2018)
  - Western Bay Programme (Dec 2017 & Oct 2018)
  - Supporting People Programme Grant (Oct 2018)

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

- Adult Services Performance Panel:
  - The Cabinet Member will continue to be involved as the Panel monitors and challenges adult social services.
  - The Cabinet Member will be attending the Panel on 11 December to update on how the Council's policy commitments translate to Adult Services.

- The Cabinet Member will be attending the Panel on 11 February to discuss and question draft budget proposals.

## 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. It is up to the Committee how to deal with any suggested questions within the Session.
- 5.2 On this occasion a question has been received relating to Western Bay. The question relates to whether the Council ensures that agendas / content / minutes of external bodies which it is involved in are published by that external body e.g. Western Bay Regional Partnership Board, or if not then published by the Council itself to ensure openness and transparency to the public. As, in the case of Western Bay, its work impacts on many residents, service users, carers and family members.

NB - With regards to other partnerships this would not be a matter for the Cabinet Member for Care, Health & Ageing Well, but others.

The Committee should note that questions relating to Western Bay were raised by this member of the public at the Adult Services Scrutiny Performance Panel meeting on 25 September. These related to the concerns about the provision and accessibility of information about Western Bay to the public, and a response was provided by the Lead Officer for Western Bay to the member of the public on 13 November.

The questioner had asked why Western Bay Board agendas / meetings were not published on the Swansea Council's Website. The response confirmed that minutes and agendas are currently published on Western Bay's own website ([www.westernbay.org.uk/regional-partnership-board-minutes/](http://www.westernbay.org.uk/regional-partnership-board-minutes/)). It was felt that this made best sense and would negate the need to upload documents by each Council separately. However a link to the papers would be included on the Western Bay page of Swansea Council's website ([www.swansea.gov.uk/westernbay](http://www.swansea.gov.uk/westernbay)). The response added that some other regional collaborations do not have their own website and in that case information / Board papers feature on the site of the lead organisation.

The other questions put at the Adult Services Panel meeting related to the Western Bay Quarterly Newsletter, the Western Bay Citizen Panel, and the exclusion of public attendance at Western Bay Board meetings.

## **6. Next Session**

- 6.1 The next Cabinet Member Question Session on 14 January will be with the Leader of the Council, Councillor Rob Stewart, with focus on the Economy & Strategy 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: Cabinet Member for Care, Health & Ageing Well





## Report of the Cabinet Member for Care, Health and Well-being

Scrutiny Programme Committee – 10<sup>th</sup> December 2018

### Key Headlines: Cabinet Member for Care, Health and Well-being

**Purpose:** This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Care, Health and Well-being portfolio. It describes some of the improvements made and the impact of these activities in terms of delivering key activities within the portfolio. The report also identifies objectives, key challenges and decisions which are anticipated for Cabinet over the next 12 months. It also sets out how the Well-being of Future Generations Act is being used to achieve positive outcomes

**Report Author:** Suzy Richards

**Finance Officer:** Paul Roach

**Legal Officer:** Debbie Smith

**Equality Officer:** Rhian Millar

#### **For Information**

### **1.0 The Portfolio for Care, Health and Well-being**

1.1 Key responsibilities within the portfolio include;

- Activities to Promote Independence & Ageing Well
- Adult Social Services modernisation
- Assessment / Care Management
- Elderly Care
- Healthy City Partnership
- Integration of Health & Social Care
- Joint Equipment

- Lead Elements of Sustainable Swansea
  - Learning Disability
  - Local Area Coordination Lead
  - Mental Health
  - Physical & Sensory impairments
  - Poverty Reduction
  - Safeguarding Lead
  - Supporting People
  - Wellbeing
  - Western Bay Lead Member
- 1.2 The Cabinet member provides strategic direction to departments delivering the services within the portfolio. The role is drive the delivery of corporate and political priorities by working closely with senior directors and heads of service. This involves the monitoring of key performance indicators and ensuring appropriate actions are taken, tracking the delivery of planned savings and supporting the identification of any future transformational opportunities.
- 1.3 This report highlights the progress made and future areas of focus in relation to key priorities within the portfolio; prevention and early intervention, modernisation and integrated working. The report also highlights other notable areas of achievement and focus for the longer term.
- 1.4 Social services continue to work under severe budgetary pressures due to austerity and escalating numbers of older people and others in the community with vulnerabilities. Whilst progress is constantly being made in efficiency, prevention and reablement, the savings made by achieving these improvements lags behind the impact of increasing pressures.

## **2.0 Prevention and Early Intervention**

### **2.1 Promoting Independence & Ageing Well**

2.1.1 *Making Every Contact Count* – A pilot was launched in August 2018 to ensure that public services community staff are supporting people to age well.

2.1.2 *Dementia Friendly Swansea* - Swansea Council is recognised as working towards being Dementia Friendly by the Alzheimer's Society. 1600 Council staff are now Dementia Friends and dementia friendly activities take place in sports and cultural venues across Swansea.

The Dementia Action Plan funds projects including Dementia Friendly Generations and Dementia Friendly Homes and a participation officer to ensure a co-productive approach.

2.1.3 *Ageing Well* – A refreshed Network 50+ Group has a more active membership and focused communications and activities.

2.1.4 Plans moving forward include;

- Swansea's first intergenerational Big Conversation on 10th December 2018 (International Human Rights Day)
- The development of a 50+ employability project (working in partnership with Swansea Working, Lifelong learning Swansea University and Ageing Well in Wales).
- The development of a Healthy and Active Lifestyles Fund bid (working with Ospreys Foundation and the Sports Development team) to improve physical activity opportunities for people aged 50+ and those living with dementia, including the development of Sporting Memories project in Swansea.
- A roll out of Dementia Friendly Generations work across schools in Swansea and develop Intergenerational projects with schools and care settings, including a project with Digital Communities Wales.

2.2 *Local Area Coordination* - This strengths based approach is expanding (with funding in place for Coordinators secured from sources including Pobl and ABMU using Welsh Government's Transformation Fund). Ongoing work includes the development of a performance framework to demonstrate return on investment.

It is hoped a pilot area focusing on Blaenymaes will ensure effective performance and reporting mechanisms are developed. MAWWFRS have withdrawn a secondment from Gowerton a year early. However, it remains our ambition to expand Local Area Coordination provision to all in Swansea.

2.3 **Poverty Reduction (support)** – A cross-departmental delivery plan sets out commitments across the council ensuring tackling poverty is everyone's business, with each outcome reported against the appropriate Corporate Well-being outcome. Many of these activities are detailed throughout this report as activities within this cabinet portfolio have a significant impact upon tackling poverty and are measured within the Tackling Poverty Strategy Delivery Plan.

### 3.0 **Modernisation**

3.1 *Adult Social Services Modernisation* - Implementation of the Adult Services Model through the Commissioning Reviews is taking place.

A retendering exercise in domiciliary care is in progress. This is due to go live on Sell2Wales towards end of 2018 with a view to new area based arrangements being in place by early summer 2019. This will reduce care workers travelling time, increasing the amount of time spent caring and hopefully reduce the number of carers providing care to an individual.

- 3.2 *Elderly Care* - Cabinet agreed to proceed with the outcome of Residential Care and Day Services for Older People Commissioning Reviews at its meeting on 20th September 2018. Day Services are being remodelled to address complex needs only, as a result less capacity is needed so Rose Cross and the Hollies Day Services will consequently close in early 2019.

In-house residential care is being remodelled to focus on complex needs, short-term reablement and respite. Less capacity is needed and therefore Parkway will close in early 2019. The focus is currently on moving on those individuals affected as maintaining their well-being is of paramount importance.

These decisions will meet the need for respite and maximise our ability to provide reablement.

- 3.3 *Learning Disability, Mental Health and Physical and Sensory Impairments* - Cabinet agreed Commissioning Strategies in relation to Learning Disabilities, Mental Health, Physical Disabilities and Sensory Impairment in April 2018. Service reviews are now underway and schedule of Gateway 2 reports for options regarding in-house and externally commissioned services will go to Cabinet for consideration during 2019.

- 3.4 *Supporting People* – This accommodation related support aims to reduce tenancy breakdowns, reduce hospital and residential care admissions and promote independent living across a wide range of vulnerable people. Services are jointly planned through Social Services, Housing, Health and Probation.

The Council administers this Welsh Government funding at a local level and is working through new requirements. Welsh Government will implement a super grant in 2019/20 which will bring several grants together and enable increased flexibility. Our aim is to ensure that the current successes of supporting people are maintained.

- 3.5 *Assessment / Care Management* – Traditionally Adult services has not adopted a common approach to practice. A New Practice Framework, entitled Doing What Matters has been developed. Staff are now in the process of being trained. This will improve consistency of approach. Our aim working with Social Care Wales is to raise the professionalism, career opportunities and status of people working in the caring sector.

Heads of Service and Social Care Wales are due to present to present an update to Cabinet in December 2018.

- 3.6 All work in this area needs to be as fully coproductive as possible.

### 4.0 Integrated Working

#### 4.1 *Integration of Health and Social Care* - The Cabinet Member leads on Western Bay as an active member of the programme's Board.

Current projects include Stage One and Two of a Transformation Fund bid Stage One of the bid has been approved and relates to the Cwmtawe GP cluster and primary care, while Stage Two of the bid which is yet to be approved focuses on working in the community in the North Hub. The objective of the overall bid, is better integration between health and social care and delivery of 'A Healthier Wales' as a template for all hubs in the ABMU area.

There is ongoing implementation of the agreed optimum model for Intermediate tier services including the development of a Common Access Point as the front door into Adult Services, and a reablement pathway to support people both at home and in short-term residential beds.

#### 4.2 *Western Bay - The Community Services Workstream*

This workstream provides support for people to remain independent and keep well. It enables more people to be cared for at home with shorter stays in hospital if unwell. It creates change in the pathway from institutional care to community care with fewer people asked to consider long term residential or nursing home care.

#### 4.3 *Western Bay - Complex Needs Workstream* -

An Outcome Focused Assessment reassesses an individual's needs and recognises outcomes based on the progression model and further identifies areas where independence can be promoted. The assessment recognises the strengths of an individual and identifies areas that could be further developed.

#### 4.4 *Western Bay - Mental Health Brokerage Regional Service for Residential Placements*

The Mental Health Regional Brokerage service is a process where care coordinators with the support of other professionals complete a brokerage form for all new placements which details the service users' needs and the outcomes to be achieved by the provider.

#### 4.5 *Western Bay – Welsh Community Care Information System (WCCIS)*

WCCIS is an electronic information sharing platform designed to improve care by enabling Health Board and Social Services staff to work together to deliver services and support across Wales by providing professionals with clear and consistent data records.

Swansea Council has approved the business case for WCCIS, and has signed the deployment order.

### 4.6 *Western Bay - Children and Young People Workstream*

4.6.1 *Review of Residential Placements for Young People* - The review programme has identified a number of areas that require further investigation and the knowledge gained to date will be shared with the teams supporting Children and the Children's Commissioning Consortium Cymru (4'C's).

### 4.6.2 *Multi-Agency Placement Support Service (MAPSS) -*

MAPSS is a multi-disciplinary team that aims to help children with, or at risk of mental illness, emotional and behavioral difficulties by providing specialist placement support and therapies. To date a number of outcomes have been achieved. For example, 91 children have been referred into the Multi Agency Placement Support Service with each of them identified to receive therapeutic interventions.

Additional benefits expected as the service develops include:

- Improved placement stability for looked after children;
- Improved educational stability;
- A reduction in the number of looked after children subject to school exclusion and number of looked after children changing school for reasons other than normal transition;
- An improvement in the capacity and ability of in-house fostering services to meet the needs of Looked after Children.

4.7 Moving forward, Western Bay will continue to deliver the programme and projects as outlined in the Area Plan for the Region. The programme will work with partners to ensure that services are not affected as a result of the Boundary Change for the Partnership with Bridgend County Council moving to the Cwm Taf Partnership.

Alongside this Western Bay needs to be a vehicle for seemingly seamless services for the citizens of the region.

## 5.0 **Healthy Cities**

5.1 The overarching goal of Phase VI (2014–2018) was to implement 'Health 2020' at the local level. Achievements included; tobacco controls (at playgrounds, beaches and school gates), the city wide 'best start' campaign promoting positive parenting, a healthy nightlife via initiatives such as the Purple Flag Accreditation, the 'help point' and the 'drop off point', the Community Voice Programme which established ten citizen groups and 'Active and Healthy Swansea' which led to HAPPEN – a multi-agency primary school network.

In 2019, Swansea will have the opportunity to commit to Phase VII: The Copenhagen Consensus of Mayors. This coincides and will be considered alongside the forthcoming Swansea PSB review of governance. It is anticipated that the Healthy Cities will act in an advisory and critical friend role to support Swansea PSB.

### **6.0 Safeguarding Lead**

- 6.1 Safeguarding vulnerable children and adults is a corporate priority and “everybody’s business”. As a result, the Cabinet portfolio has championing the completion of training by all elected Members.

A good performance in terms of number of safeguarding referrals thresholded within the required 7 day period has been reported. Revised arrangements in relation to Deprivation of Liberty Safeguards (DoLS) with a dedicated team have been in place since July 2018. Performance is already improving with a view to increasing compliance against statutory timescales.

### **7.0 The Well-being of Future Generations Act**

- 7.1 The sustainable development principle’s five ways of working underpin how the portfolio operates in order to maximise contribution to the national well-being goals.

- 7.2 *Prevention* - The Council’s Prevention Strategy aims to promote action to intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services. It is anticipated that this will help to make individuals, families and communities more resilient, reducing the demand for Council services, lowering costs and achieving better outcomes.

Promoting independence and wellbeing is core to the delivery of all Adult Services. A focus on a strengths based approach to assessment and reablement/recovery/progression is core principle of practice.

- 7.3 *Involvement* – Co-productive and participative approaches are increasingly important. The Council ensures that the voice of groups with protected characteristics is heard. An example being the facilitation of a disability liaison group which meets with council departments to discuss issues of joint interest. The principle is demonstrated as integral to the operation of services such as Local Area Coordination where Community members continue to coproduce Local Area Coordination recruitment.

Putting the individual at the centre of all services by listening to what the individual wants is key to effective involvement.

- 7.4 *Long term* – Understanding future challenges is key as demand increases due to population change reflecting a growing, ageing, more

diverse Swansea. The current demand for adult services is not sustainable. Demand management has therefore become critical and is a core theme of the Adult Services Transformation Plan and Savings Strategy.

The success of this approach is demonstrated by the percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year which has exceeded the target of 80%.

The impact of technology, data and integrated information developments are identified as key trends and initiatives such as the adoption of WCCIS and agile working embrace future ways of working.

7.5 *Integration* – A number of joint approach projects surrounding Information, Advice and Assistance have been developed between Adult Services and Child and Family. In addition, closer regional and multi-agency planning and coordination is taking place via Western Bay and Swansea PSB.

7.6 *Collaboration* – This common denominator underpins the portfolio's services. In particular collaborative funding bids are increasingly common. Joint working is increasingly a factor in social care through Western Bay, Swansea PSB and separate one to one arrangements often with the third sector.

### **8.0 Links to the Public Services Board and Local Well-being Plan**

8.1 The Cabinet member sits on both the Swansea PSB Partnership and Western Bay. This has proved useful in improving integration and collaboration between the partnerships. Closer links are currently being forged between the PSB and the RPB. The current governance reviews of both Western Bay and Swansea PSB will explore the relationship further.

8.2 Work within the Care, Health and Well-being portfolio is critical to the delivery of Swansea's Local Well-being Plan. In particular, the Live Well, Age Well objective takes a whole life approach to ageing well and aims to help people to plan and live well in order to age well.

8.3 Ageing Well takes a partnership approach across all its work. The Making Every Contact Count pilot has been developed and delivered by public and voluntary sector partners in Swansea. While all Public Services in Swansea have been promoting the Dementia Friends approach and have been recognised and working towards being dementia friendly.

8.4 Key elements of the Stronger Communities Objective are represented by assets based approaches such as Local Area Co-ordination. While joint approaches to developing people, coproduction, increased multi-agency



working and the development of Swansea as a Human Rights City are all part of the Sharing for Swansea cross-cutting action.

### **9.0 Lead Elements of Sustainable Swansea**

9.1 Sustainable Swansea is particularly relevant to this portfolio given challenging demographic led changes in demand and the need to implement transformation as a way to sustainably manage demand. An effective, accessible front door to care and health services, is seen as a vital part of Sustainable Swansea.

### **10.0 Equality Implications**

10.1 There are no equalities issues within report

### **11.0 Legal Implications**

11.1 There are no legal issues within report

### **12.0 Financial Implications**

12.1 There are no financial issues within report

# Agenda Item 7



## Joint Report of the Directors – Place & Resources

### Scrutiny Programme Committee – 10 December 2018

## Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Annual Progress Update

<b>Purpose:</b>	This report aims to provide an update on progress and assurance to scrutiny panel on all of the agreed 3 year programme of Commissioning Review implementation.
<b>Content:</b>	Provides a collective high-level annual update on progress on all the agreed service reviews since the last scrutiny update in December 2017.
<b>Councillors are being asked to:</b>	Ensure they are assured of progress for Service Transformation activities agreed as part of the Commissioning Reviews
<b>Lead Councillor:</b>	Cabinet Member for Business Transformation and Performance
<b>Lead Officer:</b>	Martin Nicholls – Director of Place and Commissioning Review Sponsor
<b>Report Author:</b>	Vicky Thomas – Sustainable Swansea Programme Manager Tel: 07581271272 E-mail: <a href="mailto:vicky.thomas@swansea.gov.uk">vicky.thomas@swansea.gov.uk</a>
<b>Legal Officer:</b>	Tracey Meredith
<b>Finance Officer:</b>	Ben Smith

### 1. Background

- 1.1 This paper outlines the progress over the last twelve months on the commissioning reviews since the last update to Scrutiny Panel on the 11<sup>th</sup> December 2017.
- 1.2 There were 16 commissioning reviews in total agreed during the original Cabinet paper in July 2014. All reviews have completed the Commissioning Review process, except for the review ALN. This has been due to service

pressures and other external factors. The ALN review will be providing an update to CMT in December 2018 to decide its future direction.

- 1.3 The attached high-level summary of progress is contained within the **Appendix A**. The Progress summary update highlights implementation that has been delivered by service areas along business as usual, which must be recognised and congratulated on the successful completion.
- 1.4 Findings show that all areas have delivered within the agreed Transformation activity in the options appraisal reports. There have been some delays that were not within the authority's control in some cases.
- 1.5 The majority of reviews have now reached full implementation. Service change, continuous improvement is now embedded within the service culture.

As a result the following reviews will close in 2019:

- Corporate Building
- Waste Management
- Non Schools Building Cleaning

## **2. Legal Implications**

- 2.1 There are no legal implications.

## **3 Financial Implications**

- 3.1 There are no direct financial implications flowing from this report.

**Background Papers:** None

**Appendices:** Appendix A – Annual Update

**Appendix A – Annual Update**  
**Progress to date (November 2018) – Commissioning Reviews – Implementation Phase**

Service Change	RAG	Status	Outcomes	Implementation Progress	Extra or not achieved Service Changes	Next steps	Impact
<b>Gower Centres</b>  <i>Damien James</i>  <i>Cabinet Date: 15<sup>th</sup> October 2015</i>  <i>3 Year Plan 2015 – Mid 2019</i>	<b>GREEN</b>	Implementation to open until Mid 2019	<p>A <b>sustainable service</b> providing <b>outdoor education and residential opportunities to schools and groups of vulnerable children, young people and families</b> from across the City and County of Swansea</p> <p>Maximising the <b>commercial potential</b> of the resources to appropriately underpin the model and move towards full cost recovery</p>	<ul style="list-style-type: none"> <li>Feasibility report underway looking into an alternative delivery model option for services going forward to enhance opportunities and income generation initiatives in-order to achieve a sustainable service - due for completion December 2018</li> <li>Plans currently being drafted for site developments at Borfa and Rhossili</li> <li>Gower Activity Centres commissioning review update at CMT on December 12th</li> <li>Business Plan developed, to be reviewed once feasibility report is completed to ensure service model is sustainable</li> <li>Recruitment of new Business Manager in order to expand further and explore income generation – <i>April 2016</i></li> <li>Exit and sale of Dan y Coed House – <i>July 2016</i></li> <li>Business Improvements e.g. Service restructures (&lt;8 FTE's), Water Centre of Excellence, new programmes, online booking, financial system modernisation, bid to secure money for works to Borfa.</li> <li>Marketing Plan and Branding, new webpages launch – <i>August 17</i></li> </ul>	Project is to continue to Mid 2019 to implement any findings from the feasibility report and business plan.	New model of delivery to achieve full cost recovery service, expand services, whilst maintaining commitment to agreed outcomes.	Timing and securing funding has impacted on final stage for the feasibility for the next journey for the service going forward.
<b>Non Schools Building Cleaning</b>  <i>Rebecca Jones</i>  <i>Cabinet Date: 15<sup>th</sup> October 2015</i>  <i>2 Year Plan 2015 – 20 (move into 18)</i>	<b>GREEN</b>	Implementation to continue until January 2020.	<p><b>To provide Clean buildings for our employees and customers"</b></p> <ul style="list-style-type: none"> <li>- Meet H&amp;S Standards</li> <li>- Meeting the reasonable expectations of our Workforce and Customers</li> <li>- Maintain good Reputation</li> <li>- Acceptable level of cleanliness in the Priority Areas</li> <li>- Achieve cost effective services</li> </ul> <p>Maximising the <b>commercial potential</b> of the resources to appropriately underpin the model and move towards full cost recovery and the possibility increase the</p>	<ul style="list-style-type: none"> <li>In Phase 3 of the plan - The Council's corporate cleaning service are looking to expand into communities to provide a chargeable, light domestic provision for the public. The aim is not only to provide services like cleaning and ironing; but to also link in with the 'make every contact count' initiative.</li> <li>6 Month Pilot Project - initially offer a service to Council staff to support family members or friends. Once the level of interest has been gauged through a staff survey, a resource plan can be devised to cover the pilot area and hours of work required. timeline in next steps</li> <li>Output Specifications developed for all sites and agreed and signed off by each premises manager – April 2016–Site by site analysis was undertaken for over 80 properties and this was in-line with BICS guidelines, resulting in reduction in hrs and new aligned OPS – April 2016 - Completed</li> <li>New working practises have been implemented e.g. central recycling points in all offices, removal of waste bins, team working in large civic sites – Aug 2016- Completed</li> <li>Performance Monitoring using OPS – monthly monitoring ongoing BAU practice - completed</li> </ul>	<p><u>Not achieved</u></p> <p>Amalgamation of schools and non-schools building services not a feasible option. Future analysis to be undertake across catering and cleaning as a whole.</p> <p>Exploration of income generation opportunities</p>	<p>Extend 2 year plan into 2018</p> <p>Pilot Project - Focus groups - November 2018</p> <p>Staff survey sent out December 2018</p> <p>Resource plan completed January 2019</p> <p>Staff Trial period start February/March 2019 6 month contracts start April 2019</p> <p>Results of pilot September 2019</p>	<p>Reduction in hrs was applied to 50+ cleaning staff</p> <p>Team working and changes to working practises have increased productivity and team moral</p> <p>Support vulnerable adults in their own homes with the additional aim of preventing escalation of any issues individuals may have by signposting at an early stage to existing</p>

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			generation of income (Branded service)	<ul style="list-style-type: none"> <li>Internal contracts have been secured with extra housing services (VOID properties) and Social Services.- Completed</li> </ul>		Feedback on results Oct/November 2019	support networks or services
<b>Waste Management</b>  <i>Keith Coxon</i>  <i>Cabinet Date: 16<sup>th</sup> June 2016</i>  <i>3 Year Plan 2016 - 19</i>	<b>GREEN</b>	Implementation Project Closed	Deliver statutory service for collection of waste  Achieve statutory recycling targets  Contracts procured in accordance with EU regulations  Comply with environmental legislation  Provision of Environmental Public Services (e.g. bins, clean neighbourhoods)  Deliver services which offer best value for money  Move up waste hierarchy – Prevent / Re-use / Recycle	<ul style="list-style-type: none"> <li>Convert up to 4 HWRCs to recycling centres – ongoing completed, black bags reinstated in Llansamlet but with reviewing tables still in operation to promote public behaviour changes and increase recycling %</li> <li>Llansamlet and Clyne HWRC to take residual waste - Completed</li> <li>Increase capacity at Llansamlet - completed</li> <li>HWRC and extend summer opening hours – completed</li> <li>Implementation of 3 year vehicle replacement programme - new vehicles received Sept 17 (Capital Investment)</li> <li>Invest in route optimisation – existing round information input, Live trials due to start.</li> <li>Implement reusable pink bags – last phases - Wednesday week 2, narrow access, and flat due to be rolled out</li> <li>Review of operations in Bailing plant</li> <li>Expand Re-use shop – Completed ongoing improvements being made</li> <li>Reduce reliance on agency staff through recruitment of permanent – completed in August 17 (continuous /ongoing improvements)</li> </ul> <p><b>Additional</b></p> <ul style="list-style-type: none"> <li>Reducing Landfill – approx. 80% tonnage reduction due to black bag initiatives which exceeded expectations</li> <li>Awards for innovate ways of working regarding HWRCs and Reuse Shop with IESE and APSE.</li> <li>10 Waste Trainees appointed March 18, Traineeship completion and slotting in process to further reduce reliance on agency operatives Dec 18.</li> <li>Second batch of Trainees being recruited.</li> </ul>	Final phases of pink bag scheme and efforts to reduce contamination.  Adding of Route Risk Assessments, Assisted Lifts, and Sites of Repeated Missed Collections to be added to Route Optimisation to provide the Drivers with more information to improve service delivery.	Feedback on results Oct/November 2019  Ongoing roll out of pink bag scheme 95% completed.  Project to be Closed early 2019.	support networks or services  Greater flexibility in ability to target resources  Greater participation recycling levels  Increase in community engagement and changing public behaviours  Recycling rates as of March 17 @ 63.7% (target WG 64% by 2020) Greater flexibility in ability to target resources  Greater participation recycling levels  Increase in community engagement and changing public behaviours  Recycling rates as of March 17 @ 63.7% (target WG 64% by 2020)  Projected recycling rate for 18/19 – reduced to 62% due to difficulties in recycling wood and plastics.
<b>Corporate Building &amp; Corporate Property</b>  <i>Rachel Lewis</i>  <i>Cabinet Date:</i>	<b>GREEN</b>	Implementation Completed Project Closed	To provide and maintain a sustainable, affordable and quality property portfolio, Fit for the Future, enabling the council to deliver its corporate and other priorities.	<ul style="list-style-type: none"> <li>Re-profiling and structures have been implemented – Jan/February 17</li> <li>CB&amp;P now deliver the kitchen and bathroom programme in-house this has resulted in the recruitment of 40 + trades personnel some having a multi-skilled discipline and not a specified trade ensuring CB&amp;P services have a fit for the future workforce – July 17</li> </ul>	n/a	Asset Optimisation and Rationalisation elements to be transferred and picked up in the cross cutting project Services in the Community.  Project to close in early 2019. Mobile working to	Focus has been given to build a sustainable workforce work force development planning and succession planning have been put in place.

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<p>18<sup>th</sup> August 2016</p> <p>2 Year Plan 2016 -18</p> <p>Delayed</p>			<p>To provide and maintain quality, affordable social housing, ensuring that housing is safe and secure, that tenants thrive and the communities we serve prosper</p> <p>To provide and maintain a sustainable educational portfolio to enable education to deliver their priorities, making a positive difference, with lasting benefits to pupil attainment</p> <p>To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being</p> <p>To offer additional, added value including employment and apprenticeship opportunities which contribute to the Councils overall corporate objectives, transforming lives and strengthening the local economy</p>	<ul style="list-style-type: none"> <li>14 new apprentices due to start in Sept 17, the implementation of the mobile working programme will start in Sept 17</li> <li>New homes build project on target to be completed by end of Oct 17 <ul style="list-style-type: none"> <li>15 new apprentices started Sept 18.</li> <li>Second and third phases of More Homes programme will commence 18-19 – Parc yr Helig and Colliers Way 2.</li> <li>Mobile Technology project restarted this month (Nov 18) but still a way off launching pilot into business.</li> <li>Building Services and Property Services split into separate areas in October 18.</li> </ul> </li> </ul>		<p>be part of Digital programme.</p>	<p>More contracts have been brought back in house for housing works for example and not sub contracted.</p> <p>Reduction of £400k in budget and timing of actual savings achieved might impact on delivery.</p>
<p><b>Business Support Programme</b></p> <p>Sarah Caulkin</p> <p>Business Support Implementation Plan:</p> <p>Cabinet Report: October 2015</p>	<b>Green</b>	<p>Cross Cutting Project ongoing implementation 2020</p>	<p>The initial phases of the implementation plan are underpinned by four specific delivery priorities.</p> <p><b>The four priorities are:</b></p> <ol style="list-style-type: none"> <li>Digital strategy and self-service portal.</li> <li>Payroll, payables, debt recovery.</li> <li>Customer contact and single internal help desk.</li> <li>Training, learning and organisational development.</li> </ol> <p>Each of the four priorities provide process infrastructure which enables the medium and long term benefits as set out in the</p>	<ul style="list-style-type: none"> <li><b>Structural Changes:</b> <ul style="list-style-type: none"> <li>Corporate Services has fully deployed the business support model into its structure. Following the implementation of changes, Corporate Services delivered a restructure in the final qtr of 2017-18 to release the £1.9m of savings</li> <li>Two Directorate Business Support Hubs are in the process of being established (Education/Social Services Hub and Place Hub)</li> <li>Service centre established under Chief Finance Officer for all transactional services</li> <li>Strategic Delivery Unit (SDU) created and staff transferred in – initial work plan created, which is currently under review and will be presented to CMT and Members once the service beds in</li> <li>Information Governance Unit (IGU) created to ensure corporate grip on information management and security and ensure the Council is prepared and compliant with the new General Data Protection Regulation (GDPR)</li> </ul> </li> </ul>	<p><b>Variations to the Implementation Plan</b></p> <p>One of the areas which has not progressed as planned is adoption of the Culture Change Plan. This is being picked up and delivered as part of the overall Sustainable Swansea programme review and the document “Working Together, Working Differently”.</p>	<p>Final phase of implementation:</p> <ul style="list-style-type: none"> <li>Embedding the Directorate Business Support Hubs</li> <li>Next phase of the Digital implementations to support the Hubs and Service Centre through more automated transactions</li> <li>Next phase of Organisational Development implementation</li> <li>Embed new services within Customer</li> </ul>	<p><b>Reduction in Business Support posts across the organisation.</b></p> <p><b>New ways of working around Business Support.</b></p> <p>The business support programme has contributed to a reduction BSP in-scope posts in all service areas.</p> <p>The Education/Social Services Directorate Hub and Place Hub are on track to</p>

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			<p>initial business case (CMT June 2016):</p> <ul style="list-style-type: none"> <li>Improved customer satisfaction and reduced demand as queries are resolved at first point of contact</li> <li>Cost savings through economies of scale</li> <li>Cost savings and resilience through multi-skilled workforce</li> <li>Introducing a single telephone number (if decided) for the Council would simplify contact for customers and reduce demand on staff</li> </ul>	<ul style="list-style-type: none"> <li>Land Charges processes reviewed and the function transferred to Planning. This ensured greater integration between Planning, Building Control and Land Charges, supported by technology. This streamlined the process and improved customer satisfaction for residents attributable to Business Support in the MTFP</li> <li><b>Savings:</b> £600k of 2018-19 savings are on track to be delivered as planned through the new Directorate Hubs. With regard to Business Support Savings more generally, Education, Social Services and Place Directorates have made significant Business Support savings in the past five years. These savings are a mix of, planned business support efficiencies; changes as a result of ER/VR requests; and actions on the back of the previous consultancy report, which pre-dates the Commissioning review. These savings are significant and have been delivered as part of the Directorate and Service savings as opposed to being specifically badged against the Business Support programme. These are: <ul style="list-style-type: none"> <li>£1.3m across the Place Directorate</li> <li>£864k across Education</li> <li>£1.1m across Social Services</li> <li>£350k across Poverty &amp; Prevention</li> </ul> </li> <li><b>Summary of other key projects areas delivered:</b> <ul style="list-style-type: none"> <li><b>Purchase to Pay (P2P)</b> Transactions team created integrating receivables, cashiers, control and purchasing. Processes reviewed and updated in line with good practice with improved reporting. New online process implemented for suppliers around e-invoicing, e-catalogues being used by staff</li> <li><b>Service Centre established.</b> Manager and employee toolkits being released in phased delivery. Service desk expanded to support Managers as well as employees. Process changes transferred transactional enquiries from HR to the Service Centre. Accreditation of Chartered Institute of Payroll professionals achieved</li> <li><b>Training / e-learning:</b> New e-learning rolled out alongside all the change and transformation for Business Support</li> <li><b>Customer Contact:</b> Automated switchboard introduced for internal calls. Welsh Translation Unit and Complaints team transferred to Customer Contact and under review. Additional customer contact services are continually being added to the core service, these include: <ul style="list-style-type: none"> <li>Street Lighting</li> <li>Parks &amp; Leisure</li> <li>Parking Services</li> </ul> </li> </ul> </li> </ul>		Contact. Transfer final tranche of services. New approach to translation services (Welsh and all languages).	deliver in year savings as planned in the budget.

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				<ul style="list-style-type: none"> <li>▪ Cashiers</li> <li>○ <b>Digital:</b> Enabling a digital first approach, examples of projects delivered include: Roll out of Office 365, new tools such as Skype and equipment to support agile working; order management for the Fleet Wheel Service; automation of processes within ICT saving 70 days of officer time per year; a new Customer Relationship Management system and back office enabling efficiencies in the Contact Centre; Free Child Care integration</li> <li>○ <b>Organisational Development:</b> Review completed. Organisational Strategy and plan agreed and in implementation including: Management and Leadership development, flexible working pilots, Policy reviews, rewards and recognition, technology developments to support learning and improve reporting, improved workforce planning, plans to address the gender pay gap.</li> </ul>			
<b>Parks and Cleansing</b>  Chris Howell  Cabinet Date: 15 <sup>th</sup> December 2016  3 Year Plan 2016 - 19	<b>Amber</b>		<p>The City &amp; County of Swansea has aspirations to deliver on its Healthy cities &amp; Wellbeing agendas and the wellbeing goals of the Well Being of Future Generations Act</p> <p>To provide clean streets and other public realm for the residents and visitors of Swansea</p> <p>To maintain accessible and safe playgrounds and outdoor facilities for everyone</p> <p>To maintain parks, beaches and open spaces which are attractive, inviting and safe for all</p> <p>Ensure services provide best value for money</p>	<p>Increased marketing for sponsorship &amp; franchise – ongoing</p> <p>Increased commercialism/Franchise &amp; commercialisation at all parks and gardens in conjunction with the web team and Commercial Services.</p> <p>New income streams for 2017:</p> <ul style="list-style-type: none"> <li>• Online hanging basket sales – new online audience targeted with £13.6k online sales</li> <li>• Flower canvas prints</li> <li>• Adopt a bench online ordering – just gone live and first sale of £1800 achieved</li> <li>• Adopt a flower bed online ordering – just gone live</li> </ul> <ul style="list-style-type: none"> <li>• Knot weed services now advertised and online enquiry form.</li> <li>• Implement segregation of litter collection – completed</li> <li>• Introduction of a 7 day service through shift patterns – ongoing discussions with Trade Unions and Staff – put on hold</li> <li>• Explore partnership with Botanical Gardens – lead by Estates.</li> <li>• Interim savings during partnership exploration – early progression.</li> <li>• Creation of formal charged car park at botanical gardens transfer to Highways – ongoing.</li> <li>• Charges for Clyne car park transferred to Highways – ongoing</li> <li>• Relocation of Christmas storage hut to Botanical Gardens – Not progressed following reassessment</li> <li>• Partnership with SS and Waste re use shop for re use wood and Marketing of Ezytree package to external organisations – Ezytree in full use, wood products project progressing</li> </ul>	<p><b>Variations</b></p> <p>7 day working not progressed awaiting Authority wide consideration around Terms &amp; Conditions work-programme.</p>	<p>Ongoing progression of 3 year plan in relation to car park transfers by 2017</p> <p>Implementation of T&amp; C changes</p>	<p>Minimisation of reactive works</p> <p>Increased community onus</p> <p>Increased income</p>
<b>Alternative Learning Needs (ALN)</b>	<b>AMBER</b>	<b>On Hold</b>	<p><b>Vision</b></p> <ul style="list-style-type: none"> <li>• We ensure that children, young people and their families receive the</li> </ul>	<p><i>Service changes have need to be implemented prior the completion of the review. Further recommendations are needed to decide on the reviews next steps</i></p>	<p>Review has not progressed against the Commissioning Review process due to</p>	<p>Further recommendations and next steps are to be</p>	<p>Service area has not completed the 22</p>



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<p>Review has not reached stage 3 &amp; 4</p> <p>Only completed early stages of the process</p>			<p>right support at the right time from the right person.</p> <ul style="list-style-type: none"> <li>By intervening early and working collaboratively, we aim to prevent the escalation of needs.</li> <li>We respond to the changing needs of children, young people and their families in a targeted and flexible manner.</li> <li>We use information technology (IT) to make us more effective and efficient.</li> <li>Children, young people and their family are at the centre of decision-making.</li> <li>Our staff have specialist knowledge and expertise, which enables us to provide an excellent service.</li> <li>We work collaboratively with our partners to improve their capacity to support children and young people and all services are provided in an open and fair way.</li> </ul> <ol style="list-style-type: none"> <li>Children, young people and their families receive the right support at the right time from the right person to meet their additional learning needs.</li> <li>Children, young people and their families develop resilience and independence in order to sustain positive change.</li> <li>We intervene early to prevent the escalation of needs.</li> <li>We work collaboratively across a range of different services both internally and with external partners.</li> <li>Children, young people and their family's needs are at the centre of</li> </ol>	<p>Initially the service areas undertook stage 1 and 2 of the Commissioning Review process within each of the service areas in scope, Educational Psychology Team, Special Educational Needs (SEN) and Assessment Support Team, Learning Support Team and the Home Tuition Team.</p> <p>Additionally, the biggest change facing this service area is the implementation of the Additional Learning Needs and Educational Tribunal Act (Wales) 2018 which involves a significant expansion of local authorities statutory responsibilities:</p>	<p>other challenges the service has required to action as a priority.</p>	<p>agreed at CMT – 28th November 18 to fully understand the impacts.</p>	<p>week Commissioning process.</p>

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			<p>decision making, utilising a person centred approach.</p> <p>6. Staff's knowledge and expertise is improved through the provision of appropriate research, learning and development activities.</p> <p>7. The capacity of our partners to support children and young people is improved.</p> <p>8. All services are provided in an open and fair way.</p> <p>9. Services use IT to provide an accessible, effective and efficient service.</p>				
<b>Regeneration and Planning</b>  <i>Cabinet – April 2017</i>  <i>Plan until 2020</i>	<b>GREEN</b>		<ol style="list-style-type: none"> <li>1 A vibrant and viable City Centre</li> <li>2. A thriving economy at the heart of the city region</li> <li>3. A healthy urban and rural environment</li> <li>4. Sustainable development within existing and new communities</li> </ol>	<ul style="list-style-type: none"> <li>• All aspects of the Planning &amp; City Regeneration service are delivered through a mix of transform in house &amp; collaboration models</li> <li>• A new land charges team is established within Development, Conservation &amp; Design.</li> </ul>	<ul style="list-style-type: none"> <li>• Market improvement fund (sink fund) not supported by Finance</li> <li>• Spend no longer required on funding officer and apprentice officer posts adding £71.5k back into budget week</li> <li>• Income and cashless collections in market (£5k) delayed due to new leases not issued</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation plans are well advanced</li> <li>• Imminent actions will achieve another (£125k gross, £85k net) (Includes land Charges, CCM restructure, Mobility Hire)</li> <li>• Land Charges consultation period is live – implementation expected early 2019</li> </ul>	Achieved (£157k) of savings to date
<b>Public Protection</b> <b>Peter Richards</b>  <i>Cabinet Date 20<sup>th</sup> April 2017</i>  <i>Plan 2020</i>	<b>AMBER</b>	Implementation continuing to progress through plan	<ul style="list-style-type: none"> <li>• To protect and safeguard the public especially vulnerable people.</li> <li>• For people to feel safe and confident going about their business.</li> <li>• To have good and successful businesses in an environment of fair trading which supports the local economy.</li> <li>• To contribute to Swansea being a Healthy and Safe city.</li> <li>• To meet legislative requirements.</li> <li>• To provide reassurance to concerns from both</li> </ul>	<p>The review of the service illustrated that the vast majority of functions are statutory, (i.e. 95 activities are statutory out of a total of 98 activities provided) and of high value providing protection to the public, therefore opportunities for radical change are limited.</p> <p>Following recommendations from the Gateway Review Panel, opportunities to generate additional income were to be considered, together with new ways of working and ways to improve efficiency, whilst continuing to protect communities and deliver high quality services in line with statutory obligations and the Council's Corporate priorities.</p> <p>Opportunities achieved to date –</p> <ul style="list-style-type: none"> <li>• Provide trading pitches at identified locations which can be rented and for which a street trading authorisation is required. (Trading Standards)</li> <li>• Passport checking services (Registrars)</li> <li>• Provide boxes for cremated remains (Burials and Cremations)</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of E-learning training for taxi drivers (Licensing)</li> <li>• Provision of advice for new and existing businesses, including provision of training to raise business awareness related to new and existing regulations designed to assist compliance. (Food Safety and Trading Standards)</li> <li>• Generate more income by pollution control consultancy and hiring</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a more detailed business case to analyse potential demand, potential income, risks and resources, in particular IT requirements to effectively deliver the E Learning training proposal.</li> <li>• Develop Primary Authority partnership arrangements which will be a one stop shop offering <u>paid</u> for regulatory advice / Packages to new businesses, but</li> </ul>	<p>Additional income generated for the Authority</p> <p>Improvement in service efficiencies through enhances IT / back office systems</p>

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			<p>internal and external customers.</p> <ul style="list-style-type: none"> <li>To maintain key partnerships by closely working with other services within the Council and external organisations.</li> <li>To generate income to support the aims of the service.</li> <li>To undertake an enabling role and help educate others.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce 5 years leases on monumental kerbs and Planters (Burials and Cremations)</li> <li>Provide in-house pest control service across Council services (Pollution Control)</li> </ul>	<p>out specialist Air monitoring equipment. (Pollution Control)</p>	<p>likewise could be considered for existing businesses</p> <ul style="list-style-type: none"> <li>Consider options for use of the Emergency Trailer for Air Quality Assessments – insurance implications are being considered for the use of the equipment involved along with schedules and contracts to take account of loss / damage. Also working collaboratively with Swansea University which currently is in its infancy but has the potential to lead towards grant funded projects etc.</li> <li>Consider the options to replace the existing Civica APP primary back-office solution for Public Health and Housing, to meet the future business requirements of the service areas.</li> </ul>	
<p><b>Family Support Continuum</b></p> <p>Jane Whitmore/ Julie Thomas</p> <p>Gateway 1 Report approved in July 2016</p> <p>Due to the complexity the review split into 4 Clusters</p>	Green		<p><b>Vision &amp; Purpose</b></p> <p><i>“Swansea’s vision for the delivery of Family Support Services across the Continuum of Need is that through early identification of need and early intervention, targeted services working with a whole family approach will empower families to problem solve, build resilience and sustain change. The services will be delivered through collaborative multi-service and multi-agency working, supported by co-location</i></p>	<p><b>Domestic Abuse Recommendations</b></p> <ul style="list-style-type: none"> <li>Conclude the current pilot and implement the Domestic Abuse Hub with transformation in-house to form clearer partnership pathways. In practice, this would mean that in addition to screening the PPN’s, all referrals for support from multi-agency professionals and our partners will be collated at a single portal via the Hub. Using the partnership document, the service best matched to assist the family to develop their own options and solutions will be agreed and their expertise pulled in to provide the right intervention at the right time for the right family.</li> <li>The partnership document will be created across Swansea’s Family Support Continuum of Need in collaboration with all services and professionals who deal with families where domestic abuse has been identified. This will include South Wales Police, ABMU Health Board and Western Bay Youth Offending Service as well as other third sector agencies</li> </ul>	<p><b>Domestic Abuse</b></p> <ul style="list-style-type: none"> <li>The Domestic Abuse Hub pilot is fully implemented</li> <li>The Domestic Abuse Pathway to Provision (PTP) has been developed</li> <li>The Domestic Abuse Pathway to Provision Information Sharing Protocol (ISP) has been developed and agreed by partner agencies via the FSCR Pathway to Provision steering group</li> </ul> <p><b>Extra</b></p>	<p>The next steps for all clusters of the commissioning review have been identified as follows:</p> <ul style="list-style-type: none"> <li>Continue with the pilot phase of an Integrated Information and Advice and Assistance Service (a single front door across Child and Family and Early Help Services to ensure that families only tell their story once, do not get passed</li> </ul>	<ul style="list-style-type: none"> <li>Families getting the right support at the right time</li> <li>Better outcomes for families</li> <li>Managing demand at a lower level</li> <li>A consistency easy to navigate system for families to get help</li> <li>Reduction in the number of re-referrals into the systems</li> <li>Efficiency savings</li> </ul>

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<ul style="list-style-type: none"> <li>– <b>Domestic Abuse Cabinet</b> Date: 16<sup>th</sup> February 2017</li> <li>– <b>Family Support for Over 11's (11 – 18)</b> Cabinet Date: 16<sup>th</sup> March 2017</li> <li>– <b>Family Support for Under 11's (0 – 11)</b> Cabinet Date: 16<sup>th</sup> March 2017</li> <li>– <b>Child Disability Team – Cabinet</b> Date: 16<sup>th</sup> November 2017</li> </ul>			<p><i>and shared ICT systems, in a proactive, timely way to prevent escalation of need and to de-escalate existing need."</i></p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>✓ Improved outcomes for children and young people by working together effectively across the continuum of need</li> <li>✓ Timely support to families that promotes resilience, independence and engagement with their local community</li> <li>✓ Prevent or delay the need for more intensive interventions</li> <li>✓ Ensure families move up the continuum to receive the co-ordinated support necessary to meet their needs, ('step-up' arrangements)</li> <li>✓ Ensure appropriate 'step down' arrangements for families who are demonstrating an ability to meet their children's needs following more intensive support</li> <li>✓ Make best use of resources by identifying and realising the efficiencies that can be made by coordinating existing support services</li> <li>✓ Strengthen and realign early intervention and preventative services, to support the wellbeing of vulnerable children and families at a time of identified need</li> <li>✓ Develop a commissioning strategy across the continuum of need</li> </ul>	<p><b>Family Support Recommendations (Under 11's)</b></p> <ul style="list-style-type: none"> <li>• Improved alignment of Family Support Services (Team Around the Family (TAF), Parenting, commissioned Family Support)</li> <li>• Adolescent parenting offer established in partnership with the Young Peoples Service</li> <li>• Improved alignment of Parenting resource teams in Early Intervention Service and in Child &amp; Family Services</li> <li>• Full universal TAF approach in Primary Schools (including special schools and PRUs)</li> <li>• Development of a TAF approach in Health (a core pathway through Midwifery, Health Visiting to Primary School)</li> <li>• Swansea wide roll out of Family Well Being Team (FWT)</li> <li>• Single point of entry to the service established that allows professionals to talk through children's need giving advice on which offer best meets the needs of the family</li> <li>• Ensure partnership pathways across the continuum are exhausted where appropriate to enable the rights response to be offered at the right time</li> <li>• Development of pathways feeding into the domestic abuse hub</li> </ul> <p><b>Family Support Recommendations (Over 11's)</b></p> <ul style="list-style-type: none"> <li>• Restructure existing Level 2 and 3 lead work teams into 4 geographically aligned area teams with focus on 11 to 16 age group aligning to schools and to Child and Family Area Teams and refocus the Targeted and Specialist Team Resource</li> <li>• Western Bay Youth Justice &amp; Early Intervention Service restructure into regional area leads and explore alternative arrangements for locally</li> <li>• Refocus the commissioned work with Ethnic Minority Groups and recommission Young Carers aligning to the continuum</li> <li>• Establish a new post focussing specifically on the parenting of adolescents</li> <li>• Establish a new joint post between Young People Services and Child and Family focussing co-working arrangements and the management of (CINCS)</li> <li>• Establish a 2 way brokerage pathway between CAMHS and lead work, including long arm support from CAMHS</li> <li>• Alignment of substance misuse workers from the Choices to areas</li> <li>• All lead work provision to come under one joint brokerage process with direct links into the early intervention services brokerage process – a single point of entry</li> </ul> <p><b>Child Disability Recommendations</b></p> <ul style="list-style-type: none"> <li>• <b>Parent / Carer Participation and Engagement</b> -The Council commissions an independent service provider to develop and run a parent carer forum. The forum to be jointly commissioned</li> <li>• <b>Play and Leisure Opportunities</b> - Child and Family Services and Poverty and Prevention pool financial resources to jointly commission targeted and specialist child disability play and leisure services.</li> </ul>	<ul style="list-style-type: none"> <li>• Further work with Police has been identified through the Police and Crime Commissioners fund under the Early Action Together Programme.</li> <li>• Further exploration of commissioning arrangements has been identified in support of WG VAWDASV Act</li> </ul> <p><b>Family Support (Both for under 11's and over 11's)</b></p> <ul style="list-style-type: none"> <li>• The purpose of this commissioning review was to bring things together and work in partnership to improve outcomes for children and their families and reduce and manage demand, hence reducing the need for higher level complex interventions.</li> <li>• In summary the recommendations of both the under 11's and over 11's review have been achieved.</li> </ul> <p><b>Extra</b></p> <ul style="list-style-type: none"> <li>• This identified the need for a clear pathway from prevention to protection and a full transformation which identifies a full range of next step changes for all service structures, partnerships, processes and gaps</li> <li>• In July 2018 we undertook a systems thinking review to understand how we can better manage the flow of cases through our whole system in terms of family support by reviewing our</li> </ul>	<p>between services and get the right support they need at the right time to;</p> <ul style="list-style-type: none"> <li>○ reduce the number of overall contacts to IIAA</li> <li>○ reduce the number of referrals to IIAA</li> <li>○ reduce the re-contacts currently by providing the right service at the right time and tracking the case to quality assure that the case/ family do not come through the front door within the year period.</li> </ul> <ul style="list-style-type: none"> <li>• To develop an integrated approach across the ages to Family Support integrating all Family Support Services across Child and Family and Poverty and Prevention Services into Early Help Hubs, which are multiagency and multi-disciplinary to ensure family's needs can be met at the earliest opportunity to prevent the escalation of need, manage demand at a lower level and improve outcomes for families to;</li> <li>○ Design all family support services to be managed under one structure</li> <li>○ Ensure structure is as lean and efficient as possible</li> </ul>	<ul style="list-style-type: none"> <li>– Alignment of approach to other statutory organisations (Health and Police) to lever in additional funds</li> <li>– Alignment of approach to WG Grant funding to maximise use of grant</li> <li>– Embedding a co-productive approach</li> </ul>

Service Change	RAG	Status	Outcomes	Implementation Progress	Extra or not achieved Service Changes	Next steps	Impact
			<p>✓ Provide a consistent approach across the authority that is understood by families and service providers across the continuum and includes a proportional joint assessment, performance management framework, and an outline document of how the right response is provided at the right time</p>	<ul style="list-style-type: none"> <li>• <b>Home Care</b> - Child and Family Services slightly expand the capacity of the in-house Flexible Home Support Team to meet the needs of the relatively small number of children with very complex needs who require this form of support.</li> <li>• <b>Overnight Breaks</b> –Child and Family Services undertake a procurement exercise for a third sector or private organisation to provide overnight residential breaks.</li> <li>• <b>Early Help Team</b> –Child and Family Services and Poverty and Prevention lead the development of a dedicated Early Help Team that supports families with children with additional needs and disabilities. It is thought that a specialist resource will offer families a better response to their needs and reduce the pressure on statutory services.</li> <li>• <b>Young Carers</b> – Child and Family Services and Poverty and Prevention jointly commission specialist support for young carers. It is recognised that significant additional resources are required to meet the needs of this particular cohort.</li> </ul>	<p>arrangements around Single Point of Entry to our services, both Statutory and Preventative with the aim to help us manage demand and provide the right support in the right place at the right time to achieve better outcomes for families.</p> <ul style="list-style-type: none"> <li>• A pilot Integrated Information Advice and Assistance team has been established with the purpose for families to live a happy, healthy and safe life with help from the right people at the right time if and when needed</li> <li>• The following <b>Value Steps were agreed and are being tested:</b> <ul style="list-style-type: none"> <li>– Understand What Matters</li> <li>– Explore Options and Agree Outcomes</li> <li>– Build Resilience to Achieve Outcomes</li> <li>– Review Outcomes and What Matters</li> <li>– Exit Well</li> </ul> </li> </ul> <p><b>Child Disability</b></p> <ul style="list-style-type: none"> <li>• Working co-productively with parent carers and across the services we have developed a specification to commission and parent carer contract. The successful organisation was a consortium bid from SCVS, Contact and Action for Children and the contract was awarded in November 2018</li> </ul>	<ul style="list-style-type: none"> <li>○ Maximise grant and minimise core funding</li> <li>○ Identify anticipated reduction in CINCS/CP</li> <li>○ Identify anticipated reduction in LAC</li> </ul> <ul style="list-style-type: none"> <li>• Ensure there is an overview of all commissioning activity by developing a Commissioning Hub to; <ul style="list-style-type: none"> <li>○ develop a consistent approach to commissioning, procurement and contract management following the commissioning cycle</li> <li>○ ensure all external commissioned services are managed from a single hub, ensuring relevant links to service areas and internal services for quality assurance, safeguarding and risk management</li> <li>○ achieve a consistent approach to commissioning of externally funded grant programmes by managing them through a single hub in line with WG</li> </ul> </li> </ul>	

Service Change	RAG	Status	Outcomes	Implementation Progress	Extra or not achieved Service Changes	Next steps	Impact
					<ul style="list-style-type: none"> <li>Budgets were pooled and we ran a grant scheme for play and leisure opportunities and early help, this identified a need for a more strategic approach to commissioning in this area.</li> <li>The recommendations around Home Care, Overnight Breaks and Young carers have been completed.</li> </ul> <p><b>Extra</b></p> <ul style="list-style-type: none"> <li>A more strategic approach to commissioning was identified through this process and this will be driven forward in 19/20</li> </ul>	<p>developments of a single Early Intervention and Prevention Grant for both internal and external services</p> <ul style="list-style-type: none"> <li>○ build a coherent approach to co-production building on existing work in this area</li> </ul>	
Catering	AMBER	Implementation to continue progressing to plan	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care &amp; support environments.</p>	<p><b>Transformation of Civic Centre Staff Canteen service:</b></p> <ul style="list-style-type: none"> <li>Sales revenue increased by 4%.</li> <li>Added new revenue streams &amp; improved existing ones</li> <li>Food costs reduced from average of 60% to 35%</li> <li>Staff costs reduced from average of 70% to 45%</li> <li>Target profit margin of 15%</li> <li>Target food cost budget implemented of 35% of sales</li> <li>Refurbishment of canteen area</li> <li>Relaunch and rebranding of the service to create a modern and customer focused brand</li> <li>Food cost reductions through cost monitoring and budget systems put in place</li> <li>Food waste reductions through menu changes to meet consumer demand</li> <li>Staff cost reduction through reduction in hours</li> <li>Introduction of new vending machines to increase out of hours convenience and revenue</li> <li>Improvement and investment into trolley service</li> <li>Addition of second EFT card machine and steps taken to improve the speed of transactions made with the card machine</li> </ul> <p><b>Transformation of Guildhall Staff Kiosk service:</b></p> <ul style="list-style-type: none"> <li>Relaunch and rebranding of the service to create a modern and customer focused brand</li> <li>Food cost reductions through cost monitoring and budget systems put in place</li> <li>Implementation of sales targets and sales monitoring systems</li> <li>Food waste reductions through menu changes to meet consumer demand</li> </ul>		<p>Continue to look at revenue streams for catering</p>	<p>Improved servery and dining room facilities together with changed menu offerings have increased footfall .</p> <p>Staff using the service have an improved dining room experience and agile work space.</p>






Service Change	RAG	Status	Outcomes	Implementation Progress	Extra or not achieved Service Changes	Next steps	Impact
				<ul style="list-style-type: none"> <li>Introduction of EFT Card Machine to increase transactions</li> <li>Purchase of new vending machines to increase out of hours revenue</li> </ul> <p><b>Social Services catering service review:</b> a review was undertaken by the catering unit to investigate the catering services provided by social services in the Older People homes across Swansea. It was found that the service was inefficient and many savings could be made through the implementation of a new service in consultation with the Catering Unit. Progress to date:</p> <ul style="list-style-type: none"> <li>Majority of savings will be realised through the reduction of inefficient labour hours</li> <li>Facility Managers have consulted with their staff and engaged the general feeling regarding the reduction in hours, and will work with their staff to create the best possible outcome given the changes required.</li> <li>Managers have reported back to the catering review team and the Operations Manager has been given the necessary support if the changes are proving difficult.</li> <li>Human Resources and Unions have also been involved in the discussions around the staffing hours.</li> <li>Remaining savings will be realised through the implementation of a 'Catering Pack' which will: <ul style="list-style-type: none"> <li>Streamline menus</li> <li>Cost out all recipes</li> <li>Nutritionally analyse recipes</li> <li>Implement best practice catering policies and procedures</li> <li>Implement portion control measures</li> <li>Implemented more efficient budget allocation rules</li> </ul> </li> </ul>			
<b>Domiciliary Care</b>	<b>Amber</b>	Implementation on going part of the Adult Improvement Plan delivery	<p>As per outcome of commissioning review to co-produce and retender external provision of Older People and Younger Adults Physical Disability for non-complex domiciliary and respite care.</p> <p>Support the implementation of the agreed service model for Adult Social Care in Swansea and the vision in this service model our vision for health, care and wellbeing in the future, meeting requirements of the Social Services Wellbeing Act, , our Corporate Values and Sustainable Swansea</p>	<p>Work in progress to finalise specification(s) to enable to go out to tender. Contract Monitoring and provider payment processes to be improved to support new contracts and help inform ongoing reviews and rightsizing of Packages of Care</p> <p>Current aim to go out to tender in Dec, but there remains a risk that this deadline may move,</p>	<p>Retender process to be completed and bids evaluated – current aim to go out in Dec, risk this may slip</p> <p>Decision to award contracts to successful bidders</p>	<p>Project Manager monitoring and managing risks and issue , monthly Project Board updates and decision making.</p>	<p>Comply with Contract Procedure Rules.</p> <p>Support the implementation of the agreed service model for Adult Social Care in Swansea , Social Services Wellbeing Act, , our Corporate Values and Sustainable Swansea</p> <p>Supporting Depts strategy to reduce the number of Service Users going into Long Term Residential</p>

Service Change	RAG	Status	Outcomes	Implementation Progress	Extra or not achieved Service Changes	Next steps	Impact
							Care by increasing the support available in order to assist Service Users to remain in their own homes and Communities.
<b>Residential Services</b>	<b>Amber</b>	Implementation on going part of the Adult Improvement Plan delivery	<p>Following public consultation and Cabinet decision : -</p> <p>Close Parkway Residential home</p> <p>Implement new Residential services model Refocus the Council's in-house residential care service to focus on complex needs, residential reablement and respite only. Going forward, commission all standard residential care for non-complex needs and nursing care from the independent sector.</p>	<p>Business transition in progress with Social Workers/Care Management Officers working with carers/families and current residents of Parkway to review and complete move on plans so that all residents and service users are fully supported through the process . Closure date of sites TBC.</p> <p>Work in progress working with any affected staff/HR .</p>	<p>Work continuing with Social Workers/Care Managers with carers/families and residents. Some residents have now moved, some are remain in transition. It is unclear currently when all Parkway residents will have moved, although this is currently anticipated to be early 2019.</p> <p>Work has commenced with Res Operations Managers to discuss options to implement new Model.</p>	Project Manager monitoring and managing with Social Workers and Snr Management business transition activities.	<p>Implementation of new Residential services model</p> <p>Smooth transition completed and support plans reviewed of residents</p> <p>Savings identified and realised</p>
<b>Day Services</b>	<b>Amber</b>	Implementation on going part of the Adult Improvement Plan delivery	<p>Following public consultation and Cabinet decision : -</p> <p>Close Rose Cross Day Services</p> <p>Close Hollies Day service</p> <ul style="list-style-type: none"> <li>Implement new Day Services Model - Remodel day services for older people so we focus on complex needs only going forward</li> </ul>	<p>Business transition in progress with Social Workers/Care Management Officers working with carers/families and current Service Users of Rose Cross and Hollies day service to review and complete move on plans so that all service users are fully supported through the process . Closure date of sites TBC.</p> <p>Work in progress working with any affected staff/HR</p>	<p>Work continuing with Social Workers/Care Managers with carers/families and Service Users. Some service users have now moved, some are remain in transition, some have declined ongoing service following review. It is unclear currently when all service users will have moved, although this is currently anticipated to be early 2019</p>	Project Manager monitoring and managing with Social Workers and Snr Management business transition activities	<p>Implementation of new Day services model</p> <p>Smooth transition completed and support plans reviewed of Service Users</p> <p>Savings identified and realised</p>
<b>Learning Disabilities, Mental Health, Physical Disabilities</b>	<b>Amber</b>	Implementation on going part of the Adult Improvement Plan delivery	<p>Scope</p> <ul style="list-style-type: none"> <li>26 day services (17 internal)</li> <li>In excess of 50 external residential providers and 4 internal residential</li> </ul>	<p>3 co-produced commissioning strategies have been created and were approved by Cabinet in April ( LD, MH and Younger Adults Physical Disabilities ). These strategies provided an action plan for delivering outcomes, re-modelling services and increasing efficiency and sustainability.</p> <p><b>Stage 1</b> Strategic commissioning arrangements have been developed co-productively across the three service areas. Working with citizens, carers and partners, including</p>	<p>Work is in progress to tender on a phased approach Learning Disabilities and Younger Adults Physical Disabilities Supported Living. 1<sup>st</sup> tender phase expected to commence Jan 2019 over a 15 month period</p>	Project Manager monitoring and managing with Leads and Snr Management the various stages in this complex project. Project Board has now been set up to report progress and governance. Some timelines yet to be	enable a model for providing more sustainable and resilient services in line with the Social Services and Wellbeing Act



Service Change	RAG	Status	Outcomes	Implementation Progress	Extra or not achieved Service Changes	Next steps	Impact
			accommodation services. • 26 external supported living services (some have multiple properties) with 2 internal supported living services.	Western Bay and ABMU Health Board to develop governance structures, terms of reference and Co-Productive arrangements..  <b>Stage 2 service assessments</b> have commenced for external residential care for Learning Disability, Physical Disability and Mental Health; Day opportunities for Mental Health; and specialist domiciliary care for Learning Disability, Physical Disability and Mental Health services.  These service assessments have achieved efficiencies by reducing unit costs to Supporting People, increasing the number of people funded, and contributed to the programme of right sizing undertaken to reduce costs to Adult Social Care. New commissioning arrangements for Supported Living in Learning Disability and Physical Disability Services via a legally complaint Supported Living Framework have been created..  Progress has also been made through our approach to reducing the numbers of people in high cost residential care in favour of supported living by assisting providers to change their model of support  <b>Stage 3 comparative analysis</b> needs to be completed in relation to day opportunities for each of the three areas. This is particularly relevant in relation to Learning Disability Day Opportunities  <b>Stage 4 (Options Appraisal)</b> needs to be completed for all elements (exc Supported Living). Intend to co-produce options generated in so far as possible	Work also continues to remodel services in line with the Social Services and Wellbeing Act and the Adult Social Services model.  Work in progress to complete the various stages in the commissioning process in relation to the scope. Current aim to complete Gateway 2 Reports , this is a risk that these timelines could slip : -  MH supported Living Jan 2019,  Residential Care (LD, PD, & MH), March 2019  Day Services (LD, PD, MH) by May 2019  Specialist Dom Care (LD, PD, MH May 2019	confirmed. Current priority is progress implementation of approved changes for Supported Living.	changes will deliver more cost effective provision and better outcomes for people and a more resilient service

**Future Generation Checklist – Indirect or direct Impact against the 5 ways of working - Full/Part Implementation or aim of reviews not completed.**

Service Change	Integration 	Prevention 	Collaboration 	Involvement 	Long-term 
Gower Centres		X		X	X
Non Schools Building Cleaning	X	X			
Business Support	X	X	X		X
Corporate Building and Property	X	X	X	X	X
Waste Management	X	X		X	X
Leisure & Culture			X		X
Parks and Cleansing					X
ALN – not completed		X			X
Adult Services (x4 Reviews)	X	X	X	X	X
Public Protection		X			X
Catering	X		X	X	X

Family Support Continuum	X	X	X	X	X
Regeneration and Planning			X		X

# Agenda Item 8



## Report of the Chair

Scrutiny Programme Committee – 10 December 2018

### Scrutiny Performance Panel Progress Report

<b>Purpose</b>	The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will regularly provide a progress report, updating the Committee on headlines from their Panel's work and impact.
<b>Content</b>	This report focuses on the following Performance Panel: a) Development & Regeneration
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Ensure awareness and understanding of the work of the Panel</li><li>• Consider its effectiveness and impact</li><li>• Consider any issues arising and action required</li></ul>
<b>Lead Councillor(s)</b>	Councillor Jeff Jones (convener)
<b>Lead Officer &amp; Report Author</b>	Bethan Hopkins Tel: 01792 636292 E-mail: <a href="mailto:scrutiny@swansea.gov.uk">scrutiny@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	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, and challenge, to 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) Development & Regeneration

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 this Performance Panel (12) is as follows:

**Labour Councillors: 4**

Terry Hennegan	Gloria Tanner
Peter Jones	Mike White

**Liberal Democrat/Independent Councillors: 5**

Wendy Fitzgerald	Mary Jones
Chris Holley	Susan Jones
<b>Jeff Jones (CONVENER)</b>	

**Conservative Councillor: 3**

Steve Gallagher	Paxton Hood-Williams
David Helliwell	

## 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** – Development & Regeneration Scrutiny Performance Panel Update

## Development and Regeneration Scrutiny Performance Panel Update

### 1. Remit of the Panel

The overarching remit of the Panel is to be responsible for ongoing monitoring of council performance in relation to development and regeneration, including the 'health' of the city centre, wider economic development across Swansea and discussion about progress on the Swansea Bay City Deal.

### 2. Introduction

The Panel is focused on contributing to the ongoing development and regeneration of Swansea by providing a critical friend for the Cabinet, and helping to ensure accountability.

### 3. Key Activities

The Panel held 4 meetings between May 2018 and November 2018. These meetings included a financial update from the Section 151 Officer, two dashboard project update sessions with the Head of Service and relevant officers, a special item on the Hafod Copperworks (Penderyn) project, and pre-decision scrutiny relating to Swansea Central. This has resulted in 3 Convener's letters being sent to the relevant Cabinet Member. The issues covered were as follows:

<b>Meeting 1</b> 19 <sup>th</sup> July 2018	<b>Finance and Budget</b>
<b>Meeting 2</b> 12 <sup>th</sup> September 2018	<b>Dashboard Project Monitoring</b>
<b>Meeting 3</b> 7 <sup>th</sup> November 2018	<b>Dashboard Project Monitoring</b> <b>Hafod Copperworks (Penderyn) Project</b>
<b>Meeting 4 (extra)</b> 29 <sup>th</sup> November 2018	<b>Pre-decision Scrutiny: Swansea Central Phase 1 Update and FPR7.</b>

### 4. Achievements / Impact

#### Letters

The Panel is still relatively new. At the end of the first year of work, the Panel wrote a letter to the Leader to reflect on some of the observations they had made and then again after the November meeting. The following are the main points which came out of those letters:

- It is important for the Cabinet and services to engage with Scrutiny to ensure there is transparency and sufficient input from Councillors in relation to the development and regeneration of Swansea.*
- The Panel do have ongoing concerns around the affordability of the City Deal projects, especially as the Council are borrowing upfront to fund the development with the City Deal money being allocated over 15 years in instalments. This places a financial pressure on the Council.*

3. *The Panel felt that a new performance space in Swansea could overshadow The Grand Theatre and take away its ability to host larger performers and therefore make money.*
4. *The Panel is pleased to hear that green infrastructure will form part of the developments ensuring green spaces and interconnectivity of biodiversity are a priority in line with the relevant legislation.*
5. *The Panel are still concerned that there seems to be a substantial delay in signing off the business case and would have expected this to be confirmed by now.*

## 5. The 'Dashboard' Project Update

As a way of providing a regular 'health check' of development projects, the Panel is now being provided with a 'dashboard' style update report at each meeting to support regular monitoring.. This allows a run through from relevant officers of all of the regeneration projects and provides a quick risk check of each one, highlighting major issues/delays or successes.

This report works well and allows the Panel to ask questions without creating a new report for the department to develop.

## 6. Special Project Update

In order to also provide an in-depth level of scrutiny for the Panel, the second part of each meeting focuses on a specific project in Swansea. The Panel discussed and decided on the topics for the year which range from student accommodation to the Hafod Copperworks. This allows for a more intense exploration of a project and strikes the balance between checking progress of development and regeneration in general and contributing in a more detailed manner on a specific project.

## 7. Future Work Programme

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

<b>Meeting 4</b> 9 <sup>th</sup> January 2019 Committee Room 5	<b>Dashboard Project Monitoring</b>
	<b>Planning and Student Accommodation</b>
<b>Meeting 5</b> 28 <sup>th</sup> February 2019 Committee Room 5	<b>Dashboard Project Monitoring</b>
	<b>Skyline Project</b>
<b>Meeting 6</b> 10 <sup>th</sup> April 2019 Committee Room 5	<b>Dashboard Project Monitoring</b>
	<b>Enterprise Zones and Business Parks</b>

## 8. Action for the Scrutiny Programme Committee – None.

# Agenda Item 9



## Report of the Chair

Scrutiny Programme Committee – 10 December 2018

### Membership of Scrutiny Panels and Working Groups

<b>Purpose:</b>	The Scrutiny Programme Committee is responsible for appointing members and conveners to the various scrutiny panels / working groups that are established. This report advises of relevant matters that need to be considered.
<b>Content:</b>	This report is provided to facilitate any changes that need to be made.
<b>Councillors are being asked to:</b>	<ul style="list-style-type: none"><li>• agree the membership of Panels and Working Groups, and any other changes necessary</li></ul>
<b>Lead Councillor:</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer &amp; Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	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 December 2018

### Scrutiny Work Programme 2018/19

<b>Purpose:</b>	This reports on progress with the agreed Scrutiny Work Programme for 2018/19 and information about current scrutiny activities which the Committee is responsible for monitoring.
<b>Content:</b>	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.
<b>Councillors are being asked to:</b>	<ul style="list-style-type: none"><li>• plan for the committee meetings ahead</li><li>• consider opportunities for pre-decision scrutiny</li><li>• review the scrutiny work programme (including progress of current Panels and Working Groups)</li></ul>
<b>Lead Councillor:</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer:</b>	Tracey Meredith, Chief Legal Officer and Monitoring Officer
<b>Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Paul Cridland

#### 1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.
- 1.2 A report is provided to each meeting to enable the committee to maintain an overview of agreed scrutiny activities, monitor progress, and coordinate work as necessary.

- 1.3 The broad aim of the scrutiny function is to:
- help improve services
  - provide an effective challenge to the executive
  - engage members in the development of policies, strategies and plans
  - engage the public
- 1.4 The Scrutiny Work Programme is guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time and resources.

It also needs to be:

- manageable, realistic and achievable given resources available
  - relevant to council priorities
  - adding value and having maximum impact
  - coordinated and avoid duplication
- 1.5 The work of scrutiny is undertaken primarily in three ways – through the Committee itself, by establishing informal panels or via one-off working groups. Panels and Working Groups would be open to all non-executive councillors - the Committee will agree membership and conveners following expressions of interest.
- 1.6 Scrutiny will regularly send letters to Cabinet Members communicating findings, views and recommendations for improvement and, where appropriate, by producing reports. Inquiry panels will 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 scheduled for the next Committee meeting on 14 January is:

- Cabinet Member Question Session: Cabinet Member for Economy & Strategy (Leader) - Councillor Rob Stewart.

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

2.2.5 Pre-decision scrutiny – this is carried out by the Committee unless delegated elsewhere. The Committee is invited to consider the available information on future cabinet business and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications (see 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.

<b>In Progress (yet to report):</b>	<b>Completed (follow up stage)</b>
1. <b>Natural Environment</b> (final report stage; inquiry expected end: January 2019) 2. <b>Equalities</b> (evidence gathering stage; expected end: March 2019)	1. <b>Regional Working</b> (May 2019)

2.3.2 The Committee should note that the Equalities Inquiry Panel has agreed to co-opt Dr. Gideon Calder (Swansea University) as an expert in this field. Having become interested in the proposed inquiry Dr. Calder contacted the Convener about getting involved. He has a research and teaching specialism in inequalities, particularly equality of opportunity. Much of his work has focused on the relationship between how this is understood at a conceptual level and on how it is promoted in policy and practice. He also convenes the South Wales Equality Group, which is a local group affiliated to The Equality Trust which is a charity with a mission of raising awareness about the nature and effects of income inequality in contemporary society. As a co-optee Dr. Calder will work alongside Panel Members to carry out the inquiry, at all stages.

2.3.3 The Child & Adolescent Mental Health Services Inquiry Panel met on 21 November to follow up on the scrutiny recommendations and agreed that monitoring of this inquiry can be concluded. Although pleased with progress the Panel recognised that there is a long way to go to achieving significant improvement and agreed that the Child & Family Services Performance Panel was best placed for continued monitoring of Child & Adolescent Mental Health Services.

#### 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):

<b>Performance Panel</b>	<b>Convener</b>
1. <b>Service Improvement &amp; Finance</b> (monthly)	Cllr. Chris Holley
2. <b>Schools</b> (monthly)	Cllr. Mo Sykes (NB Cllr Lyndon Jones acting as informal vice-convener)
3. <b>Adult Services</b> (monthly)	Cllr. Peter Black
4. <b>Child &amp; Family Services</b> (every two months)	Cllr. Paxton Hood-Williams
5. <b>Development &amp; Regeneration</b> (every two months)	Cllr. Jeff Jones
6. <b>Public Services Board</b> (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. <b>Air &amp; Noise Pollution</b> (Nov) COMPLETED	5. <b>Tourism</b> (Feb)
2. <b>Residents Parking</b> (Jan tbc)	6. <b>Anti-Social Behaviour</b> (Mar)
3. <b>Welfare Reform</b> (14 Jan)	7. <b>Digital Inclusion</b> (Apr)
4. <b>Environmental Enforcement</b> (Feb)	8. <b>Archive Service</b> (May)

(NB: an annual meeting on **Local Flood Risk Management** is a standing item in the work programme and is expected to meet in February 2019. At the request of the Working Group, an extra meeting, agreed by the Committee, took place on 8 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 Group have agreed to an extra meeting in January 2019 where they have invited the Chair of the ERW Joint Committee and the Lead Director to discuss the ERW review and reform programme. This meeting will be hosted in Swansea. The next scheduled meeting is 25 March 2019.

2.6.2 **Swansea Bay City Deal** – A Joint Scrutiny Committee has been established which involves three councillor representatives from each of the four Councils involved in the City Deal meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme. Swansea's Councillor Representatives are: Jan Curtice, Phil Downing & Mary Jones. The first meeting of the Joint Scrutiny Committee took place on 20 November in Carmarthen. The Joint Scrutiny Committee is being serviced by Neath Port Talbot Council.

### **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

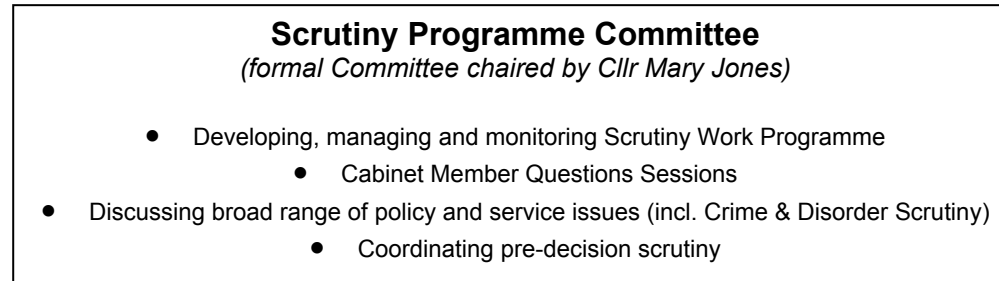
**Appendix 2:** Scrutiny Programme Committee - Work Plan 2018-19

**Appendix 3:** Cabinet Forward Plan

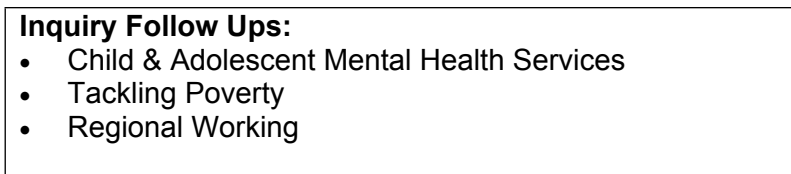
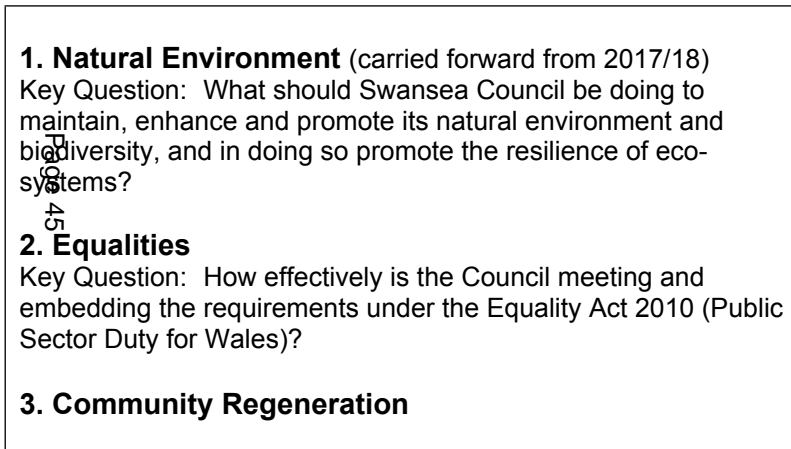
**Appendix 4a:** Scrutiny Work Programme – Projected Timetable of Activity

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

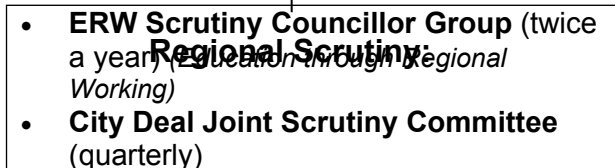
# Appendix 1: Agreed Scrutiny Work Programme 2018/19



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



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



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



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

<b>ACTIVITY</b>	<b>11 June 2018</b>	<b>19 June 2018*</b>	<b>9 July 2018</b>	<b>20 July 2018*</b>	<b>13 August 2018</b>	<b>10 September 2018</b>
<b>Scrutiny Work Programme</b>			<ul style="list-style-type: none"> <li>• Role of the Committee</li> <li>• Draft Work Programme for Agreement</li> <li>• Scrutiny Improvement &amp; Development Objectives</li> </ul>			Wales Audit Office Report – Overview & Scrutiny: Fit for the Future?
<b>Cabinet Member Question &amp; Answer Sessions</b>					Homes & Energy	Business Transformation & Performance (Deputy Leader)
<b>Other Cabinet Member / Officer Reports</b>				Swansea Bay City Deal Joint Scrutiny Committee		
<b>Scrutiny Performance Panel Progress Reports</b>					Service Improvement & Finance	Adult Services
<b>Pre-decision Scrutiny</b>		More Homes Parc Yr Helyg Site Options Appraisal				
<b>Final Scrutiny Inquiry Reports</b>	Regional Working					
<b>Scrutiny Reports to Council</b>						

<b>ACTIVITY</b>	<b>1 October 2018*</b>	<b>8 October 2018</b>	<b>12 November 2018</b>	<b>10 December 2018</b>	<b>14 January 2019</b>	<b>11 February 2019</b>
<b>Scrutiny Work Programme</b>			Wales Audit Office Reports to Scrutiny		Scrutiny Improvement Action Plan (Wales Audit Office Report – Overview & Scrutiny: Fit for the Future? & Improvement Objectives)	
<b>Cabinet Member Question &amp; Answer Sessions</b>		Education Improvement, Learning & Skills	Children Services (Early Years and Young People)	Care, Health & Ageing Well	Economy & Strategy (Leader)	Environment & Infrastructure Management
<b>Other Cabinet Member / Officer Reports</b>	Consultation on Draft Homelessness Strategy and Action Plan 2018-2022	Annual Corporate Safeguarding Report	Children & Young People's Rights Scheme – Compliance and Progress	Sustainable Swansea: Commissioning Reviews - Annual Update 2018		
<b>Scrutiny Performance Panel Progress Reports</b>		Schools	Child & Family Services	Development & Regeneration	Service Improvement & Finance	Adult Services
<b>Pre-decision Scrutiny</b>			Homelessness Strategy & Action Plan 2018-2022			
<b>Final Scrutiny Inquiry Reports</b>						Natural Environment
<b>Scrutiny Reports to Council</b>		Scrutiny Annual Report 2017/18	Scrutiny Dispatches Impact Report			Scrutiny Dispatches Impact Report

<b>ACTIVITY</b>	<b>11 March 2019</b>	<b>8 April 2019</b>	<b>13 May 2018</b>			
<b>Scrutiny Work Programme</b>	Process for Appointment of Members / Conveners to Panels / Working Groups		Annual Work Plan Review			
<b>Cabinet Member Question &amp; Answer Sessions</b>	Investment, Regeneration & Tourism	Better Communities (People and Place)	Delivery			
<b>Other Cabinet Member / Officer Reports</b>						
<b>Scrutiny Performance Panel Progress Reports</b>	Schools	Public Services Board				
<b>Pre-decision Scrutiny</b>						
<b>Final Scrutiny Inquiry Reports</b>			Equalities			
<b>Scrutiny Reports to Council</b>			Scrutiny Dispatches Impact Report			

\* denotes extra meeting

To Be Arranged:

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

Specific Recurring Reports to Committee:

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

### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Sustainable Swansea - Fit For The Future: Budget Proposals 2019/20 – 2022/23.</b>	To consider budget proposals for 2019/20 to 2022/23 as part of the Council's Budget Strategy Sustainable Swansea - fit for the future. To enable consultation to take place with residents, employees, partners and other interested parties.	Ben Smith	Cabinet Member - Business Transformation & Performance (Deputy Leader), Cabinet Member - Economy and Strategy (Leader)	Cabinet	13 Dec 2018	Open
<b>FPR7 - Project Extension of ESF Funded Cynnydd Project.</b>	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

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### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Green Fleet Policy.</b>	Report outlines the rationale behind Green Fleet management and seeks the formal adoption of the proposed Green Fleet Policy.	Mark Barrow	Cabinet Member - Environment & Infrastructure Management, Cabinet Member - Homes & Energy	Cabinet	20 Dec 2018	Open
<b>Increased Planned Places at Penybryn Special School.</b>	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 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Keeping Recyclables Out of Black Bags.</b>	Specifying that certain recyclable materials are not permitted in the black bags put out for collection will encourage increased recycling to meet increasing Statutory Targets to seek to avoid the need to further restrict the number of black bags or their collection frequency. A monitoring regime will enable support for recycling to be effectively targeted and as a last resort, action against those determined not to recycle could be considered.	Chris Howell	Cabinet Member - Environment & Infrastructure Management	Cabinet	20 Dec 2018	Open
<b>Proposed Appropriation of 21 Acacia Road, West Cross, SA3 5LF.</b>	Proposed appropriation of surplus property, at market value and associated budgets from Social Services to Housing for converting into 2 or 3 housing units.	Richard John	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	20 Dec 2018	Open

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### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Quarter 2 2018/19 Performance Monitoring Report.</b>	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
<b>Small School Review.</b>	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 Craigeefnparc Primary School on 31 August 2019.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Dec 2018	Open

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## Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>The Welsh Government Targeted Regeneration and Investment (TRI) Programme 2018-21.</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 56</p>	<p>This report follows on from the report to Cabinet on the 17th May 2018, outlining new thematic capital schemes as part of the Welsh Government Targeted Regeneration and Investment (TRI) Programme. Approval is being sought to formally submit grant funded schemes to the TRI Programme and to commit these schemes with the associated match funding to the Capital Programme.</p>	Elliott Williams	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	20 Dec 2018	Open
<p><b>School Organisation Linked to the Welsh Education Strategic Plan.</b></p>	<p>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:</p> <ol style="list-style-type: none"> <li>1. Close YGG Felindre on 31 August 2019; and</li> <li>2. Relocate and enlarge YGG Tan-y-lan</li> <li>3. Relocate and enlarge YGG Tirdeunaw</li> </ol>	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Dec 2018	Open

### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>FPR7 Capital Investment to Plantasia in Partnership with Parkwood Leisure.</b>	To outline the requirements and seek approval from Cabinet to create a capital fund to enable the investment programme at Plantasia in partnership with Parkwood Leisure.	Jamie Rewbridge	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	20 Dec 2018	Open
<b>FPR7 Report for Swansea ICF Capital Schemes.</b>	To seek endorsement of Swansea's element of the ICF capital grant bid submission to WG on a retrospective basis. The capital programme includes the discretionary schemes (DCP) under £100k for 18/19 and the Main Capital Programme (MCP) over £100k for 18/19 and 19/20.	Nicola Trotman	Cabinet Member - Care, Health & Ageing Well	Cabinet	20 Dec 2018	Open

### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Complaints Annual Report 2017-18.</b>	Annual report concerning complaints received & outcomes during 2017-18. Incorporates an annual report concerning requests for information received by the Authority during 2017/18, and an annual report regarding surveillance activity during 2017-18.	Julie Nicholas-Humphreys	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	17 Jan 2019	Open
<b>Coroner Pay Arrangements.</b>	The Coroner's salary is paid by the Authority with a contribution from NPT. In January 2018 the Joint Negotiating Committee for Coroners issued guidance on Coroners' Pay. The purpose of the report is to agree a new Coroner's salary and that of the Assistant Coroners' daily rate.	Tracey Meredith	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	17 Jan 2019	Open

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### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Report of the People Policy Development Committee - Adverse Childhood Experiences.</b>	Adverse Childhood Experiences (ACE's) is a new national framework aimed at helping all public services in Wales address the present and future well-being and safety needs of Children, Young People and Adults. This report by the Chair of the People Policy Development Committee as product of the workplan- 2018/19, and as a summary of the work undertaken on Adverse Childhood Experiences (ACEs).	David Howes, Simon Jones	Mark Child, Ceri Evans, Elliott King	Cabinet	17 Jan 2019	Open
<b>Swansea Open Space Strategy.</b>	To agree a strategic framework for the protection, development and improvement of existing open spaces and to increase the provision of, or access to such facilities.	Sarah McCoubrey	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Jan 2019	Open

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### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Tender for the Provision of Home to School Transport Services (SH 19-24).</b>	The report details the outcome of tenders for Home to School Transport services for mainstream pupils and seeks approval to award contracts	Cath Swain	Cabinet Member - Education Improvement, Learning & Skills, Cabinet Member - Environment & Infrastructure Management	Cabinet	17 Jan 2019	Open
<b>Update on Progress for Education Department Priorities 2017-2018.</b>	For Cabinet to receive an update on the progress in meeting the priorities set for the 2017-2018 academic year and outline priorities set for 2018-2019 academic year.	Nick Williams	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	17 Jan 2019	Open
<b>Housing Revenue Account Development Programme.</b>	Report to outline the emerging development plan for new council homes funded by the Housing Revenue Account. The development plan sets out the schemes that will be delivered by the Council over the next 4 years, and the opportunities for additional funding from Welsh Government to support the schemes.	Carol Morgan	Cabinet Member - Homes & Energy	Cabinet	17 Jan 2019	Open

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### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Notice of Disposal of Open Space - Land at Parklands View, Sketty, Swansea.</b>	Open Space Notice Disposal of land at Parklands View Sketty, consideration of objections	Richard John	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	17 Jan 2019	Open
<b>Disposal of Highway Land at Mumbles, Swansea.</b>	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	17 Jan 2019	Fully exempt
<b>Appropriation of Land at Oystermouth Road Swansea.</b>	To obtain approval to the appropriation of land under section 122 of the Local Government Act 1972 and the exercise of section 203 of the Housing and Planning Act 2016 in relation to rights of light.	Adrian Denning	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Jan 2019	Fully exempt
<b>Quarter 3 2018/19 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2018 – December 2018.ro	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	21 Mar 2019	Open

### Appendix 3 - Cabinet Forward Plan 2018 – 2019

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>School Organisation Linked to the Welsh Education Strategic Plan.</b>	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
<b>Small School Review.</b>	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

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## Scrutiny Work Programme 2018-19 – Projected Timetable of Activity (actual dates shown)

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
<b>SCRUTINY PROGRAMME COMMITTEE</b> Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: cross-cutting Lead CMT: cross-cutting Lead Head of Service: cross-cutting	11 19*	9 20*	13	10	1* 8	12	10	14	11	11	8	13
<b>INQUIRY PANELS:</b>												
	Evidence Gathering				Findings		Final Report					
<b>Natural Environment</b> Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Phil Holmes	18	26	29	21	4							
					Planning	Evidence Gathering			Findings/Final Report			
<b>Equalities</b> Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Mary Sherwood Lead CMT: Sarah Caulkin Lead Head of Service: Tracey Meredith					11 24	8		15 18 21 31	21	11 27		
<b>Tackling Poverty Follow Up (COMPLETE)</b> (Cabinet decision 15/6/17) Lead Scrutiny Councillor: Sybil Crouch Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member Mary Sherwood Lead CMT: Dave Howes Lead Head of Service: Rachel Moxey					15							

<b>Activity / Month</b>	<b>JUN 2018</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN 2019</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>
<b>Child &amp; Adolescent Mental Health Services Follow Up (COMPLETE)</b> (Cabinet decision 16/2/17) Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Child Lead CMT: Dave Howes Lead Head of Service: Julie Thomas						21						
<b>Regional Working Follow Up</b> (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												
<b>PERFORMANCE PANELS:</b>												
<b>Adult Services</b> (monthly) Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member Mark Child Lead CMT: Dave Howes Lead Head of Service: Deb Reed (interim)	19	17	21	17* 25	23	20	11	15	11* 19	19	16	
<b>Service Improvement &amp; Finance</b> (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 27	29	13	11	15	12	6	9	





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

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
<b>REGIONAL SCRUTINY:</b>												
<b>ERW - Education through Regional Working (bi-annual)</b> 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: Geraint Rees				10				10*		25		
<b>Swansea Bay City Deal Joint Scrutiny Committee</b> (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						20			22			16

\* denotes extra meeting

Information correct as of 04/12/18 11:48

**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 final report is now being drafted.

Projected End Date: January 2019

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

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

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

Over the coming months they will be meeting with individual Directors to look in detail about equalities aspects within their remits. The Panel will also be attending a number of Forums to speak to a wide selection of people including, for example: young people via a Big Conversation workshop, the Disability Forum, and 50+ network Forum.

Projected End Date: March 2019

**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	
Tackling Poverty	15 Jun 2017	12	1	2	15 Oct 2018 COMPLETE
Child & Adolescent Mental Health Services	16 Feb 2017	13	1	1	(i) 15 Nov 2017 (ii) 21 Nov 2018 COMPLETE
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 last meeting on 13 November focussed on finance, reviewing a range of financial monitoring reports. The next meeting on 11 December includes a budget update, the Annual Review of Well-being Objectives and Corporate Plan 2018/22, and the Planning Annual Performance Report.

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

The panel has two meetings scheduled in December the first on the 11<sup>th</sup> to look at performance of the Education Improvement Service and the Pupil Deprivation Grant spend in Swansea. The second meeting will take place on the 17<sup>th</sup> where Councillors will carry out pre-decision scrutiny on the Small Schools Review and the School Organisation linked to the Welsh Education Plan.

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

The next meeting on 5 December will look at progress with the Public Services Board as well as a focus on the Working with Nature Public Services Board objective.

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

The Panel met in October and received an update on the Youth Offending Service, discussed the performance monitoring reports for the Service and received feedback on the Inspection reports for Foster Swansea and Child and Family Services. The next meeting on 18 December will receive an update on the Corporate Parenting Board, will look at performance monitoring for the Service and will receive a report on the Looked After Children Audit undertaken by the Department.



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

The Panel met on 20 November to look at performance monitoring, the Wales Audit Office report on Strategic Commissioning of Accommodation Services for People with Learning Difficulties and to receive a briefing on Social Services annual review of charges. The next meeting on 11 December will receive an update on the Social Work Practice Framework and Social Care Wales will be attending to discuss training they are delivering in relation to this. The Panel will also receive an update from the Cabinet Member on how the Council's policy commitments translate to Adult Services.

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

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

#### 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 have agreed to an extra meeting on the 10 January 2019 where they have invited the Chair of the ERW Joint Committee and the Lead Director to discuss the ERW review and reform programme. This meeting will be hosted in Swansea. The next scheduled meeting is 25 March 2019.

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

b) **Swansea Bay City Deal**

The first meeting of the Joint Scrutiny Committee, made up of Councillors for the four authorities involved, took place on 20 November in Carmarthen. The Committee, which will scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme, is serviced by Neath Port Talbot Council. Swansea Councillor representatives are: Jan Curtice, Phil Downing & Mary Jones.

## 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) **Local Flood Risk Management** (convener: Cllr Peter Jones)

This is an annual recurring item in the work programme. The Working Group held an additional meeting on 8 October to monitor progress on the recommendations made by the Group following its meeting on 20 February 2018. The annual recurring meeting will be held in 4 to 6 months to monitor progress on the delivery of the Flood Risk Management Plan.

### b) **Air & Noise Pollution** (convener: Cllr Joe Hale)

A meeting of the Working Group took place on the 6 November 2018 which enabled Councillor to look at the information, question and discuss the situation in Swansea and there effects including how pollution is measured/monitored and the efforts taking place to tackle problems faced. A letter has been sent to the Cabinet Member for Environment & Infrastructure Management and a response is awaited. Following which these letters will be presented to the Scrutiny Programme Committee.

### c) **Residents Parking** (convener: Cllr Peter May)

This meeting was scheduled for 8 November but has been delayed due to resource issues within the department, and will allow time for information required to be provided. The meeting will be rearranged early in the new calendar year. It will focus on concerns that have been raised about the new electronic permit issuing process and enable relevant information to be discussed and questions to be asked.

### e) **Welfare Reform** (convener: Cllr Louise Gibbard)

A meeting of the Working Group has been arranged for 14 January 2019 which 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.

### f) **Environmental Enforcement** (convener: Cllr Jeff Jones)

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 December 2018

## Scrutiny Letters

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

### 1. Introduction

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

## 2. Reporting of Letters

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

## 3. Letters Log

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

	<b>Activity</b>	<b>Meeting Date</b>	<b>Correspondence</b>
a	Committee (Q & A Session)	10 Sep	Letter to / from Cabinet Member for Business Transformation & Performance (Deputy Leader)
b	Local Flood Risk Management Working Group	8 Oct	Letter to / from Cabinet Member for Environment & Infrastructure Management

c	Committee (Q & A Session)	8 Oct	Letter to / from Cabinet Member for Education Improvement, Learning & Skills
d	Air & Noise Pollution Working Group	6 Nov	Letter to / from Cabinet Member for Environment & Infrastructure Management
e	Committee (pre-decision scrutiny Homelessness Strategy & Action Plan 2018-2022)	12 Nov	Letter to / from Cabinet Member for Homes & Energy

### 3.3 Key Points:

3.3.1 Local Flood Risk Management Working Group - The Working Group on 8 October was an extra meeting (in addition to agreed annual monitoring) to monitor progress on the recommendations made by the Group following its meeting earlier this year (20 February).

#### Conclusions:

- Pleased that progress has been made on its recommendations from the meeting held in February 2018 including the publication of an updated flood risk leaflet and provision of information on watercourses and gullies to councillors.
- There is a huge opportunity for the Authority to encourage strategic planting in new developments and the Working Group would like to see the Authority take advantage of this.
- Working Group would like to see the Authority use more nature based solutions to flood risk and recommends this opportunity is explored further.
- The Authority should look in to whether it can legislate on use of non-permeable materials in domestic gardens.
- Working Group would like an update at its next meeting on the proposals to employ four new members of staff for the delivery of SuDS
- Working Group would like confirmation at its next meeting that a section titled 'Help us prevent flooding' has been added to the webpages.
- Working Group would like to see a consistent approach to maintenance of water courses and gullies across the Authority.
- Working Group will meet again in 4 to 6 months for its annual update on Local Flood Risk Management.

The Cabinet Member's response confirms the action that will be taken including the following:

- With the new Biodiversity Policy, the Authority will be looking at that to ensure that all developments consider planting to enhance our

natural environment, and mitigate flooding issues. The Implementation of Schedule 3 of the Flood and Water Management Act will also ensure that 'greener solutions' to flood risk management will be maximized as part of any new development.

- Looking into whether or not the Authority can legislate on the use of non-permeable materials in domestic gardens.
- Providing an update at the next meeting on the position with the Department's ambition to employ four new members of staff for the delivery of SuDS as part of the Authority's new statutory duty to create a SAB approving body.
- Continuing to look into developing a consistent approach to the maintenance of water courses and gullies across the Authority, with work to be undertaken to ascertain departmental asset ownership and to explore the existing maintenance regimes on assets significant to flood risk.

3.3.2 Q & A Session with Cllr Jennifer Raynor – Committee should note the Cabinet Member's response letter regarding the Committee's request for her to communicate with governing bodies about reducing the health risk caused by vehicle exhaust emissions around schools and asking them to cascade the message in their communities. The Cabinet Member invites the Committee to give its views on the possible action that could be taken, as described in her letter.

3.3.3 Air & Noise Pollution Working Group – the convener of the Working Group, Councillor Joe Hale, will be invited to address the Committee on the views of the Working Group which looked at the information available, the effects of air/noise pollution including how pollution is measured/monitored and the efforts taking place to tackle problems faced. As a result of concerns/issues raised with the Cabinet Member for Environment and Infrastructure Management, action will include the following:

- The Councils is working with Academic and Health colleagues to complete specific air quality research projects aimed at engaging members of the public and achieving compliance with objective concentrations and reducing exposure to pollutants.
- The Out of Hours Noise Control Service will continue to be assessed and seek efficiencies during times of austerity to enable continued delivery of this service.
- The Councils is currently looking at ways to reinvigorate the presentation of data on the Councils air pollution webpages and are working with ICT service to redesign the site in order to engage the public in its content, including integrating the Nowcaster System within the site.
- The Air Quality Action Plan is intending to investigate pollution around schools and behaviour of parents when bringing their children to school, with the aim of creating and testing an 'intervention', in collaboration with schools and active travel

coordinators, to enable behavioural change and the reduction in pollutant concentrations.

- The Council is working with colleagues in the School of Management and Life Science in Swansea University to investigate several themes around air quality and public health.

In addition the Committee should note that the Working Group have suggested that it meets annually, on the same basis as the Local Flood Risk Management Working Group. The Committee should consider this request. If the Committee agrees then it should be aware that this will impact on the number of new Working Group topics that can be looked at each year.

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

4.1 There are no legal implications.

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

5.1 There are no financial implications.

**Background Papers:** None

**Appendices:**

**Appendix 1:** Scrutiny Letters Log

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



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

Ave. Response Time (days): 16 (target within 21 days)      % responses within target: 87

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	05-Jul	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	12-Oct	n/a	12-Nov
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	n/a	n/a	n/a
17	Adult Services Performance Panel	21-Aug	Performance monitoring	Care, Health & Ageing Well	11-Sep	n/a	n/a	n/a
16	Committee	13-Aug	Cabinet Member Q & A	Homes & Energy	11-Sep	01-Oct	20	08-Oct

19	Adult Services Performance Panel	17-Sep	Pre-decision on outcomes of residential care and day services commissioning reviews	Care, Health & Ageing Well	19-Sep	21-Sep	2	n/a
18	Service Improvement & Finance Performance Panel	11-Sep	Recycling and Landfill Annual Report	Environment & Infrastructure Management	19-Sep	09-Oct	n/a	n/a
20	Child & Family Services Performance Panel	28-Aug	Update on adoption service and advocacy and Bright Spots Survey	Children's Services - Early Years	20-Sep	n/a	n/a	n/a
21	Adult Services Performance Panel	25-Sep	Update on Western Bay programme and the Supporting People Programme grant	Care, Health & Ageing Well	09-Oct	26-Oct	17	n/a
22	Adult Services Performance Panel	25-Sep	Letter to Western Bay re update on Western Bay Programme	Care, Health & Ageing Well	10-Oct	22-Nov	n/a	n/a
23	Service Improvement & Finance Performance Panel	27-Sep	Equalities Review Report	Better Communities - People	16-Oct	26-Oct	n/a	n/a
24	Committee	10-Sep	Cabinet Member Q & A	Business Transformation & Performance (Deputy Leader)	16-Oct	07-Nov	n/a	10-Dec
25	Tackling Poverty Inquiry Panel	15-Oct	Tackling Poverty follow up	Better Communities - People	24-Oct	n/a	n/a	12-Nov
27	Working Group	08-Oct	Local Flood Risk Management - update on progress since last meeting	Environment & Infrastructure Management	30-Oct	16-Nov	17	10-Dec

28	Schools Performance Panel	17-Oct	Ysgol Crug Glas School	Education Improvement, Learning & Skills	31-Oct	27-Nov	27	n/a
29	Committee	08-Oct	Cabinet Member Q & A	Education Improvement, Learning & Skills	09-Nov	27-Nov	18	10-Dec
30	Development & Regeneration Performance Panel	07-Nov	Regeneration Updates	Economy & Strategy (Leader)	13-Nov			
31	Service Improvement & Finance Performance Panel	29-Oct	Finance Reports	Economy & Strategy (Leader)	13-Nov			
32	Committee	12-Nov	Pre-decision Scrutiny - Homelessness Strategy & Action Plan 2018-2022	Homes & Energy	14-Nov	n/a	n/a	10-Dec
34	Child & Family Services Performance Panel	29-Oct	Youth Offending Service; Performance Monitoring and Feedback on Inspection reports	Children's Services - Early Years	19-Nov	n/a	n/a	n/a
33	Working Group	06-Nov	Air & Noise Pollution	Environment & Infrastructure Management	19-Nov	28-Nov	9	10-Dec
35	Development & Regeneration Performance Panel	28-Nov	Pre-Decision Swansea Central Update and FPR7	Economy & Strategy (Leader)	29-Nov			
36	Public Services Board Performance Panel	03-Oct	Meeting with Future Generations Commissioner	Chair of Public Services Board	29-Nov			
37								
38								
39								
40								



**To/  
Councillor Clive Lloyd  
Cabinet Member for Business  
Transformation & Performance**

**BY EMAIL**

cc Cabinet Members

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Scrutiny

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SPC/2018-19/4

16 October 2018

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 10 September 2018. It is about Pension Fund, Commissioning Reviews, Agile Working, Risk & Resilience, Budget, Civic Centre, Liberty Stadium Lease Agreement, Council Modernisation, Strategic Estates & Property Management, Capital Programme and Zero-Hour Contracts.

Dear Councillor Lloyd,

### **Cabinet Member Question Session – 10 September**

Thank you for attending the Scrutiny Programme Committee on 10 September 2018 and answering questions on your work as Cabinet Member for Business Transformation & Performance.

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

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

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**  
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I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod  
To receive this information in alternative format, or in Welsh please contact the above

## **Pension Fund**

You were asked last year about progress with divestment of the Council's Pension Fund from fossil fuel companies. Following up on this, the Committee wanted to know current policy and whether any decision has been taken by the Pension Fund Committee. Bearing in mind the need for due diligence, we were interested to know what advice has been considered by the Pension Fund Committee regarding divestment.

You confirmed that the Pension Fund Committee has discussed the matter along with other considerations, not least the fiduciary duty of the Committee. We heard that workshops were held to ensure the Pension Fund Committee had full understanding of the issues, and had engaged with Friends of the Earth. You stated that officers had provided information to the Committee about the extent of investment in fossil fuel companies, which showed it was already 9% below average. Furthermore, in March 2018 Environmental Social Governance (ESG) Policy was adopted by the Committee which would mean a commitment towards a reduction by up to 50% over the next 5 years, and will be reviewed annually. You added that it was one of the first Pension Fund Committees in Wales to adopt such policy.

Committee members questioned the appropriateness of continued investment in fossil fuel companies, with growing concerns about climate change, and felt the extent and pace of change could be greater. You assured the Committee the position will be reviewed each year which may in the future lead to an acceleration of change depending on information and circumstances at that time.

## **Commissioning Reviews**

You spoke about work on Commissioning Reviews, new models of delivery and lessons learnt, including feedback from scrutiny, that have helped to shape the new programme. The Committee is interested in post-implementation outcomes and effectiveness from completed Commissioning Reviews. It is important that the impact from Commissioning Reviews are closely monitored. We have scheduled to receive a report on this at the Committee meeting on 10 December and look forward to that discussion with you and relevant officers.

You mentioned the current 'Services in the Community' pilot project and engagement of Public Service Board partners in development of a Community Hub, which aims to co-locate and integrate a range of services provided by the Council and other key partners. We heard that this project (being piloted in Clydach) has featured significant involvement from Councillors, staff, trade unions, and residents / service users in the pilot design and delivery. This approach has informed the Council's Co-production Strategy and approach to future consultation and engagement.

You stated that that co-production was not new to the Council, as it was evident in some parts of the Council, however the focus was on developing and spreading the approach across the Council. Asking about progress you told us that things were at an early stage in this process.

### **Agile Working**

Your written report to the Committee mentioned that the agile working programme is well underway with more than 400 staff at the Civic Centre now working in an agile environment. You talked about this representing a significant cultural / behavioural change for the Council and its employees. You acknowledged that it may have also represented a challenge to some, but you were confident that new ways of working were being embraced as they provided greater flexibility for staff and contributed to better work/life balance, particularly for those able to now work from home, and ultimately better productivity.

We asked about the impact on lone working policy in light of increased agile working and safeguards to protect staff. You clarified that agile working did not necessarily mean lone working. However, you told us that there is plenty of advice and support available to those that are now agile working. You stressed that managers are still responsible for employees and their working arrangements / whereabouts and wellbeing and safety, and they would ensure that there is regular contact between team members.

### **Risk & Resilience**

You reported that Cabinet now has joint-ownership with Corporate Management Team of the Corporate Risks, with all Cabinet Members having access to the Council's Corporate Risk Register. We noted this is reviewed each month, and will be jointly reviewed by Corporate Management Team and Cabinet each quarter. As well as this the Audit Committee each quarter looks at the overall status of risk in the Council and is provided with access to the Corporate Risk Register.

Following a question you confirmed that the Council's Risk Register does incorporate risks relating to Brexit and the City Deal, and could elaborate further on this in writing. We felt it would be beneficial for the Corporate Risk Register be shared with all Councillors. We understood that it may be accessible on the Council's intranet site, but would appreciate if you could confirm where the Register can be viewed by all Councillors.

## **Budget**

You highlighted to us the continuing difficult financial position and challenges facing the Council, and strategies to deal with this. You spoke about the ongoing Sustainable Swansea – Fit For the Future Programme, and the pressure to make financial savings. You recognised the need for greater consultation and engagement with residents and stakeholders on the future of the Council.

We expressed some concern about morale amongst staff, particularly on the front-line, with continued austerity and its impact on Organisational Development. It is very important for Cabinet Members and Corporate Management Team to engage with staff to ensure understanding and awareness of the decisions that are being taken. You recognised that there has been significant change in the last few years due to financial pressures and many experienced staff have left the organisation through early retirement and voluntary redundancy, resulting in more pressure on teams to deliver services with available reduced resources. We heard that budget events / road shows will continue to be organised, and staff surveys will help tell us how staff are feeling.

You felt a lot of good work has been done through the Innovation Programme with staff at all levels getting involved and sharing knowledge and experience to identify solutions, and the innovation community may need to be refreshed or re-invented to ensure it provides a way for staff to be better engaged and informed about the future of the Council. You accepted that more could be done by Cabinet Members / Councillors to be more visible and engage with staff. Despite difficult times, you spoke passionately about the need to develop an Organisational Development Strategy that makes the Council an attractive employer.

## **Civic Centre**

We asked about the timetable for the sale of the Civic Centre and development plans. You stated that there were no immediate plans or timetable but the Civic Centre site was part of an overall programme of development in the City Centre. However this would follow other regeneration work that is planned, including the St. David's site e.g. digital arena.

You reported that in the meantime the introduction of agile working has released significant office space within the building – 2000m<sup>2</sup> to date. This has enabled a lease with Swansea University's School of Management, providing much needed income - £350k per annum of revenue income with a further £40k of savings on business rates for the Authority. You added that a lease agreement was also being negotiated with the Welsh Government for office accommodation, with the potential for more public sector partners taking space in the future as more is released. You estimated that a further 1400m<sup>2</sup> would be available by mid-2019.



You added that these would be short term deals and therefore would not negatively affect future development plans. You told us you would confirm the exact length of leases that have been given. Although no firm decisions have been made you confirmed that should development plans progress at the Civic Centre a site would be looked at for a new Civic Centre building. We are also interested in where the Archives Services would relocate to.

### **Liberty Stadium Lease Agreement**

Following the lease agreement with Swansea City Football Club we asked about progress with the delivery of 3G pitches. You confirmed that as part of the lease agreement two full sized 3G pitches would be constructed every 5 years. We understood that due to the relegation of the Club from the Premier League in May the construction of any proposed, but unfunded 3G pitch would be postponed. However, you told us that you were looking at an alternative way forward to deliver on this policy commitment, though this will take longer than originally anticipated.

### **Council Modernisation**

You spoke about the Digital Agenda and developments over the last 18 months, both for the public and for staff. For example you referred to improvements to the Council website, improvement to digital tools (e.g. Skype for Business, Office 365 & Office 2016), increased self-service capabilities, and implementing service specific digital projects such as the All Wales Community Care Information System which is integrating social care and health around service users / patients. You also highlighted that the resilience of ICT systems used by the Council have been strengthened, with new hardware installed to limit outages.

We asked about savings that have been realised from ICT projects and future projections from digital investment. You undertook to provide a written response.

### **Strategic Estates & Property Management**

At the Q & A session with you last year we discussed the universal review of all council land which you told us was carried out to identify sites that could be marketed to generate capital and reduce revenue costs. We asked what progress has been made on this i.e. revenue received from sale of surplus land following this review. You agreed to confirm this in writing.

## **Capital Programme**

We queried some information in your written report regarding the Swansea Bay City Deal. We understood from your report that the City Deal is progressing through the UK and Welsh Government's business case assessment process but your report then indicated that the business cases have been signed off, grant terms have been received and grants have been sent to the four Councils. You agreed to confirm current status in writing.

You also reported on future capital programme ambition and development of capital strategy in conjunction with technical developments proposed by CIPFA. You agreed to elaborate on this in writing.

## **Zero-Hour Contracts**

Since our meeting I am also writing to you about concerns that have been expressed to me regarding the use of zero-hour contracts and a call for scrutiny to look at this. We are aware of the ruling administration's commitment to the UNISON's Ethical Care Charter which includes prohibition of zero-hour contracts, and that the Council has in recent past confirmed that no staff are employed on zero-hour contracts, although many are employed on casual / relief basis. However I am led to believe that there are staff on zero-hour contracts employed by partners, including Ambassador Theatre Group who are going to run the Indoor Arena, and Freedom Leisure, who have taken over the running of our Leisure Centres.

I would be grateful if you could provide some clarity to this. We would like you to confirm whether we have employees, either directly employed or by external partners, on zero-hour contracts. Could you also confirm whether any employees have annualised hours contracts.

## **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 confirm:

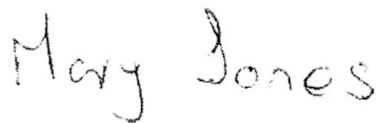
- how all Councillors can access the Corporate Risk Register;
- the exact length of lease for Civic Centre office space that has been given to partners;
- savings realised from ICT modernisation / digital investment and future projections;
- what revenue has been received from sale of surplus land following the universal review of all council land;
- clarify the current status of the Swansea Bay City Deal business cases / receipt of grant funding;
- indicate what technical developments have been proposed by CIPFA in relation to the development of capital strategy; and

- confirm the situation regarding employee contracts.

Please provide the response to this and any other comments about our letter by 6 November. We will then include both letters in the agenda of the next available Committee meeting.

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

Yours sincerely,

A handwritten signature in black ink that reads "Mary Jones". The letters are cursive and slightly slanted to the right.

**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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

Councillor Mary Jones  
Chair  
Scrutiny Programme Committee

**BY EMAIL**

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*Our Ref:* CL/CM  
*Your Ref:*  
*Date:* 6th November 2018

Dear Councillor Jones

**CABINET MEMBER QUESTION SESSION – 10<sup>TH</sup> SEPTEMBER**

Thank you for your letter dated 16<sup>th</sup> October 2018 which you sent following my attendance at the September Scrutiny Programme Committee. My responses to your questions are as follows:

**All Councillors Accessing the Corporate Risk Register:**

Cabinet members and Audit Committee Members have access to the corporate risk register but unfortunately there are ICT limitations that would make it difficult to share access more widely with Members using the current system.

However, the Council is working on developing a new ICT solution that would enable all Members to have access to the Corporate Risk Register.

In the interim, Members will still be able to view the Corporate Risk Register, which is publically available and published in the Audit Committee Public Reports Pack.

**Exact length of Lease for Civic Centre Office Space that has been given to Partners:**

The lease Swansea University of part of the 3<sup>rd</sup> Floor of the Civic Centre runs until 31<sup>st</sup> January 2021.

## **Savings Realised from ICT Modernisation / Digital Investment and Future Projections:**

A full review of benefits and savings is currently underway as part of the revised Digital Strategy, which will be presented to Cabinet in the New Year. This will include the new forward plan and will prioritise those digital developments that will deliver savings in the MTFP across all Directorates over the next four years and beyond.

Examples of savings and efficiencies already delivered include:

- Oracle Order Management for Fleet Wheel service: The Oracle Team built an application which enabled the Fleet Wheel Service to save £50k
- Accounts Payable Recovery Audit: Digital Services built a solution which will enable the business to recoup funds on late payment recovery. It is expecting to achieve refunds between £10k to £80k. This will be confirmed following data analysis
- Late Settlement Payments: This solution identifies late payments to remove late payment penalties. This enables efficiencies for the team with reduced resources
- Retrospective Purchase Orders: In 2016 an internal invoice processing analysis reported that retrospective purchase orders increase the cost of invoice processing. A new digital solution is now in place to monitor and drive down the cost of invoice processing
- Database Administration Management Changes within ICT: A new digital process has been developed which provides a saving of 2.5 days per system clone. This is equivalent to 70 days of officer times saving per year
- Domiciliary Care: A solution has been developed to enable automated checking of care home invoices to take validation from less than 1% of all received invoices to 100%
- Skype for Business (SFB): Rollout formed part of the agile working programme and enables staff and Councillors to use instant messaging, internet voice calls, video conferencing and virtual meetings. This new technology has enabled the Council to improve efficiency and effectiveness and will reduce travel time and expense claims, supporting the Transportation Service in their delivery of reducing both in and out of county travel claims
- Customer Relationship Management System (CRM): Digital Services developed a new system to replace the previous solution provided by Cardiff Council. This has realised a £70,000 savings per annum
- Linking and integrating of Systems: By integrating the council's environmental web forms directly into the back office system, almost 2000 service requests per month are being automatically logged in the system. Previously this was a manual exercise that could take as long as 2 minutes to enter per form. This has saved almost 70 hours of labour, two weeks' worth of effort per month
- Building Control: The Digital Services team has been responsible for data cleansing and migration of all existing building control data to the new system. The project has provided the service with the ability to make software licence savings from the old system
- Free Child Care – Child Provider Invoicing: The team developed a new secure web site which enables all child providers currently involved in the scheme to submit their invoices. The solution drastically reduces processing time from the current effort of two to three weeks per month, to one day.

## **What revenue has been received from sale of surplus land following the universal review of all Council land:**

The Disposal programme is a four year rolling programme which identifies potential Council owned land that provides property disposal opportunities. The aim is to ensure maximum capital receipts in the shortest timescale. There are various strands to the programme which include the Universal Review i.e. smaller sites that have previously been identified as part of a portfolio wide review of the Council's property ownership which could provide opportunities to generate capital receipt. We are currently awaiting planning advice prior to bringing sites forward for disposal, which could be by auction. Whilst these have not been progressed as a priority due to the relatively low sums involved, a number of small sites are still actioned for disposal. Since April 2016 in excess of 40 small plots have been sold generating circa £300,000 of capital receipts.

## **The Current Status of the Swansea Bay City Deal Business Cases / Receipt of Grant Funding:**

Although the report to the SPC stated that the City Deal Business Cases had been signed off by UK and Welsh Government, this was based on an optimistic view on my part that this would be completed by the time of my attendance. Although, the business case is still being assessed and no grant has yet been received from UK/Welsh Government, I am still optimistic that this will be completed over the coming weeks. I do apologise for this.

## **What Technical Developments have been proposed by CIPFA in relation to the development of Capital Strategy?**

The Authority is already required to produce, consider and approve at Council:

- Revenue budget
- HRA Revenue budget
- Capital budget
- Medium term financial plan
- Treasury Management Investment Strategy and MRP Policy Statement

In formulating the above, the Authority must give due regard to The CIPFA Prudential Code which was developed by CIPFA (following the Introduction of the Prudential Framework in the Local Government Finance Act 2003) to provide a clear framework to support local authority decision making in relation to capital investment plans to ensure those plans are affordable, sustainable and prudent.

Following a revision of the Prudential Code in 2017, local authorities are now required to produce a 'Capital Strategy'. The purpose of the Capital Strategy is to firmly place decisions around borrowing in their context of the overall longer-term financial position of the authority and to provide improved links between the revenue and capital budgets. It seeks to tell a story that gives a clear and concise view of how a local authority determines its priorities for capital investment, decides how much it can afford and sets out its risk appetite, making clear links with its corporate plans and priorities and informed by its medium and long term funding position. It is recognised that no two authorities' capital strategies shall be alike. Council shall have the opportunity to

consider and debate this strategy alongside the other papers in its annual budget cycle deliberations.

## **Employment Contracts**

The Council has no employees who are on zero-hour contracts. There are employees with casual/ relief contracts and they are covered by the Council's HR policy. This was discussed with the Transformation & Future Council Policy Development Committee (PDC) on 25<sup>th</sup> September where the following definitions on contractors was presented;

### **Definitions**

- "Permanent";
  - employed as a permanent employee of the Authority
- "Temporary";
  - Employed for a fixed period of time
- "Relief/ Casual"
  - The Council's Casual Relief Employment Policy defines the relationship between the Authority and the individual and details the responsibilities of both parties upon entering into this contractual relationship.
  - It ensures there is an equitable and harmonised process in place to employ casual/relief staff
  - It enables individuals who are unable to commit to fixed or regular hours to undertake working arrangements which suit their personal circumstances and provides the Authority with an additional resource in order to react to organisational demands.
  - There is no obligation for employers to offer work, or for employees to accept it.
  - A Casual/Relief contract will give employment status for the duration of the assignment. And will have the same employment rights as regular employees, although they may have breaks in their contracts, which affect rights that accrue over time.

In respect of annualised contracts we currently have one employee on this type of contract working in our outdoor centres.

I am not in a position to comment on the employment status of our current or prospective partners but can advise that in relation to our agency workers, our corporate provider, Staffline advise that all their workers "are engaged on a contract for service, which means they have access to all available assignments they are suitable for. As an example, if we cannot provide enough hours on a particular assignment, workers will be offered assignments in other departments or organisations. Occasionally some workers only want the work allocated in certain environments and we will always prioritise what the worker wants, if it is available".

An E-learning Module on Ethical Employment in Supply Chains has been circulated for completion to selected staff which covers fair employment practices which complies with the Welsh Government Code of Practice in relation to “Unfair use of umbrella schemes and zero hours.

Yours sincerely



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





**To:**  
**Councillor Mark Thomas**  
**Cabinet Member for Environment and**  
**Infrastructure Management**

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*Dyddiad:*

**Summary:** This is a letter from the Local Flood Risk Management Working Group to the Cabinet Member for Environment and Infrastructure Management following the meeting of the Working Group on 8 October 2018. It is about progress on the recommendations made at the last meeting in February 2018.

Dear Cllr Thomas

The Local Flood Risk Management Scrutiny Working Group met on 8 October to receive an update on progress made on the recommendations from the Working Group's last meeting on 20 February. It also received a presentation on nature based flood management solutions. This letter provides you with feedback from that meeting.

We would like to thank you and Mike Sweeney for attending to present the update and to answer our questions and Sion Brackenbury for his presentation. We appreciate your engagement and input.

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

The Working Group discussed nature based solutions to flood risk management:

- We heard that Welsh Government is currently consulting on land management post Brexit. We expressed concern about how this will be funded. The consultation closes on 30 October 2018 and we feel the Authority should respond to it. As a working group, we want to give maximum support to the Public Goods scheme in chapter 6 of the WG consultation document 'Brexit and our land: securing the future of Welsh farming'. Such a scheme will likely enhance nature-based solutions to flood risk management.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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- We feel that there is a huge opportunity for the Authority to encourage strategic planting in new developments. The WG has legislated with the Wellbeing of Future Generations and Environment Acts. The task is for the Authority to enforce the legislation regarding nature-based solutions to flood risk management.
- We were informed that from January 2019 developers will have to meet Welsh standards for drainage schemes which concern SuDS requirements. We were very pleased to hear this as it hopefully help reduce local flooding problems.
- We were informed that it is possible to monitor the benefits of natural solutions. We heard that Cheltenham has done some excellent work and that Port Talbot also has examples which it would be useful to see. You expressed an interest in finding out more about this work and possibly visiting some local examples. Sion agreed to provide you with contact details.
- We feel it is worth investigating if Building Controls can be used to prevent the use of non-permeable materials in people's gardens, such as paving, on existing domestic properties. You agreed to check if the Authority can legislate on this.
- We were pleased to hear that there are opportunities to use nature based solutions in urban environments such as the outskirts of Swansea.

Working Group members picked up on issues from the previous meeting in February 2018:

- We were informed in February that a new statutory duty was commencing in May 2018 and that there would be a new Sustainable Urban Drainage Systems (SuDS) Approving Body. We heard that this has been delayed by Welsh Government until January 2019.
- We heard that there are resource implications for delivering SuDS, as it is the Authority's responsibility and that a report has been drafted proposing 4 new members of staff are employed. You informed us that you support this in principle but it is an extra cost and the Authority will have to find innovative way to do it. We heard that there will be income to support it in 2 to 3 years and the Authority will charge for the service. We also heard that developers are not responding well to the change and the Authority is expecting a surge in applications before January 2019.
- We were pleased to hear that the Flood Risk Leaflet has been reviewed and updated and that it is available on line and in hard copy at some community buildings. We suggested that advice on permeable materials and soak away could be included in the leaflet. You made an alternative suggestion, that a section titled 'Help us prevent flooding' be added to the website, which can include advice on tree planting, use of materials etc.

We then moved on to discuss the progress update:

- We were pleased to hear that the Authority has received £25,000 from Welsh Government for an advanced warning system on a road near Scurlage.
- We were also pleased to hear that the Authority has allocated more money to improving gully schemes.
- We were informed that the maintenance schedule of watercourses has been circulated to councillors and that 7 or 8 councillors have responded regarding

concerns within their ward. These will be investigated and if applicable added to the list of assets to maintain.

- We agreed with your comment that the Authority should have a consistent approach to maintenance of water course and gullies as currently different departments are responsible for different areas, for example, on school land; in parks.
- We heard that money is very tight as there are fewer funding streams available. We were not surprised to hear this but it is a concern.

The Working Group discussed progress and came to the following conclusions:

1. We are pleased that progress has been made on our recommendations from the meeting held in February 2018 including the publication of an updated flood risk leaflet and provision of information on watercourses and gullies to councillors.
2. We feel there is a huge opportunity for the Authority to encourage strategic planting in new developments and the Working Group would like to see the Authority take advantage of this.
3. We would like to see the Authority use more nature based solutions to flood risk and recommend this opportunity is explored further.
4. We feel the Authority should look into whether it can legislate on use of non-permeable materials in domestic gardens.
5. We would like an update at our next meeting on the proposals to employ 4 new members of staff for the delivery of SuDS
6. The Working Group would like confirmation at its next meeting that a section titled 'Help us prevent flooding' has been added to the webpages.
7. We would like to see a consistent approach to maintenance of water courses and gullies across the Authority.
8. The Working Group will meet again in 4 to 6 months for its annual update on Local Flood Risk Management.

## **Your Response**

We hope that you find this letter useful and informative. We are interested in hearing your thoughts about the issues raised and would ask that you respond by 20 November 2018.

Yours sincerely

**COUNCILLOR PETER JONES**  
**CONVENER, LOCAL FLOOD RISK MANAGEMENT SCRUTINY WORKING GROUP**  
**[CLLR.PETER.JONES@SWANSEA.GOV.UK](mailto:CLLR.PETER.JONES@SWANSEA.GOV.UK)**

**Councillor Peter Jones Convener – Local  
Flood Risk Management  
Scrutiny Working Group**

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*E-Mail:* [cllr.mark.thomas@swansea.gov.uk](mailto:cllr.mark.thomas@swansea.gov.uk)  
*Our Ref:* MT/KH  
*Your Ref:*  
*Date:* 16 November 2018

Dear Councillor Jones

Thank you for your letter from the Scrutiny working Group held on 8<sup>th</sup> October 2018. I note your comments and respond to them in the order they were raised.

We have submitted a response to the Welsh Government consultation on Land Management post Brexit.

With our new Biodiversity Policy, we will be looking at that to ensure that all developments consider planting to enhance our natural environment, and mitigate flooding issues. The Implementation of Schedule 3 of the Flood and Water Management Act will also ensure that 'greener solutions' to flood risk management will be maximized as part of any new development.

I, like you, was very impressed with the presentation given by Sion. As yet, he hasn't supplied me with contact details, but I am certainly keen to visit other Authorities that have used nature based solutions to their flooding issues.

I will be looking into whether or not the Authority can legislate on the use of non-permeable materials in domestic gardens.

I will provide an update at the next meeting, on our position with our ambition to employ 4 new members of staff for the delivery of Suds as part of the Authority's new statutory duty to create a SAB approving body.

We will continue to look into developing a consistent approach to maintenance of water courses and gullies across the Authority, with work to be undertaken to ascertain departmental asset ownership and to explore the existing maintenance regimes on assets significant to flood risk.

I will hopefully be able to confirm at your next meeting, that we have added a section titled "Help us prevent flooding " to our web pages.

I hope that I have responded to the points you have raised and look forward to meeting up again in 4-6 months for the annual update.

Yours sincerely

A handwritten signature in black ink that reads "Mark Thomas". The signature is written in a cursive style with a large initial 'M'.

**COUNCILLOR MARK THOMAS  
CABINET MEMBER FOR ENVIRONMENT & INFRASTRUCTURE MANAGEMENT**



**To/  
Councillor Jennifer Raynor  
Cabinet Member for Education  
Improvement, Learning & Skills**

**BY EMAIL**

cc Cabinet Members

*Please ask for:  
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Scrutiny

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SPC/2018-19/5

09 November 2018

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 8 October 2018. It is about Pupil Health, Local Development Plan, 21st Century Schools Programme, School Closures, School Funding, Pupil Development Grant, School Maintenance, Safeguarding, and Schools Admissions.

Dear Councillor Raynor,

### **Cabinet Member Question Session – 8 October**

Thank you for attending the Scrutiny Programme Committee on 8 October 2018 and answering questions on your work as Cabinet Member for Education Improvement, Learning & Skills. The session also benefited from the attendance of the Director of Education, Nick Williams.

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

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

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## **Pupil Health**

In our Q & A session last year we expressed some concerns about the risk to pupils' respiratory health from vehicles travelling to and from schools and parking outside schools. This included contracted buses / taxis as well as parents leaving engines running whilst parked in the vicinity of school gates. We had suggested a targeted information campaign to highlight the harmful effects particularly to younger children, and discourage this behaviour. We asked you to update the Committee on this.

We heard from you that on top of requirements that the authority has about vehicle safety transport companies have been informed about concerns regarding exhaust emissions, and this should be improving the situation. However, we were disappointed that there has been no wider campaign aimed at parents / carers. We stressed that more work was needed to inform parents / carers, for example through school governing bodies. You agreed that you would communicate with governing bodies and ask them to cascade the message in their communities as an important issue of health and wellbeing.

Whilst this was an important message we recognised some of the linked challenges for example, the distance pupils need to travel and ability of pupils to walk to school, affordability of electric vehicles etc. You also told us that there has been a disappointing take up of walking buses / walking routes to schools.

## **Local Development Plan**

Linked to the issue of schools within communities and challenge to deliver sustainable schools of the right size and in the right location, we touched on the subject of school planning. There was some discussion about the pressure on existing schools from new housing developments. Example was given of areas where pupils were travelling significant distances to attend 'local' schools. We noted the ability for Section 106 agreements between the authority and developers in order that they provide for necessary education infrastructure / facilities as a consequence of large development.

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

We asked you about decision making on the Welsh Government's 21<sup>st</sup> Century Schools Programme and allocation / utilisation of funding locally. In particular we talked about condition surveys that are carried, their role in the process and their availability to schools. You were questioned about the extent to which schools / governing bodies were privy to this information. You were also asked about the balance of funding between the east and west of Swansea.

You stressed that primarily allocations focussed on improving school buildings, but could also be informed by projected demand for places, including those for Welsh medium. You mentioned that Bishopston Comprehensive was one of those schools that will be benefitting under Band B of the programme.

You told us that survey findings are shared with schools and the Council's Corporate Building Services, therefore head teachers should be aware of school building condition assessments, and you would expect that this would be reported to the chair of governors / governing body.

You explained that decisions are taken on the programme in line with Welsh Government guidance involving a complex matrix of information which is completed by the authority to help identify the priorities, given limited budget. You added that local decisions are scrutinized by the Welsh Government before the approval of funding is received. We heard there were some issues with the quality of the Welsh Government surveys which they are addressing, meaning that some surveys are being repeated. It was not clear exactly when these would be completed, but you stated that these would be shared with relevant parties when available. Furthermore you assured us that should any school have any query about the 21<sup>st</sup> Century schools programme then the authority would be happy to respond and assist.

### **School Closures**

We asked you about the rationale behind the possible closure of Craigeffparc and Felindre Primary Schools, and the current consultation process. We understood that you were unable to make specific comments whilst these matters were under consultation but you highlighted factors, including the need for sustainable schools, which were behind the proposed closures.

During Public Question Time members of the public asked questions and made comments about the possible school closures. You welcomed as many views as possible that will inform decision-making. We have forwarded a note of this to the Education Department so that these can be considered as part of the consultation process, which we understand closed on 18 October. This included:

- concern regarding increased airbourne pollutants around school premises especially if the proposed closure of Craigeffparc Primary School proceeds with children having to travel further to school, resulting in increased traffic movements in the area.
- a question whether there would be opportunity to see the Cabinet decision report before the Cabinet meeting.
- a question whether Cabinet would undertake a full site visit of the proposed school closures to assess the full impact and to ensure fully-informed and robust decision-making.



Please note that the Committee has asked the Schools Scrutiny Performance Panel to carry out pre-decision scrutiny on the relevant cabinet reports where a decision is expected on the possible closures. We understand there will be reports going to the 20 December cabinet meeting.

### **School Funding**

We discussed current pressures facing schools and the local authority. Your written report warned of the increasing challenge to maintain a sustainable education service and risk of short term cuts with longer term consequences and costs. You mentioned the pressure following recent announcement regarding teachers' pay and pensions. You were forecasting impact on school delegated budgets and a fall in school reserves. However, despite difficult times you were proud of pupil attainment and achievement in Swansea, with some of the best schools in Wales, and were focused on trying to maintain good performance and practice.

### **Pupil Development Grant**

We asked you about allocation and monitoring of the Pupil Development Grant. We discussed issues around understanding of the purpose of the Grant and what it is based on, including class data and the number of pupils entitled to free school meals. You stated that the Grant is heavily monitored, with a key role also for school governors to scrutinise objectives (ensuring they are clear and visible) and outcomes within their school. We heard that challenge advisers will also have a series of questions for schools with regard to their plans.

### **School Maintenance**

The Committee asked for clarification about the division of maintenance responsibilities between schools and the Council. It was explained that there is a very detailed book that head teachers have which states what aspects of school maintenance should be covered by delegated budgets, and what issues would be a matter for the local authority. It was explained that issues such as replacement roof, overall electrics, heating systems or other large building repairs would be the responsibility of the authority, some of which would be carried out on a phased basis.

You told us about changes to thresholds that would help schools, eliminating the need for tendering exercises for maintenance spends up to £10k (up from £5k). You also stated that there is a memorandum of understanding between the authority and schools about maintenance - there is a clear expectation on schools to keep buildings in a good state of repair in order to prevent big issues arising.

## **Safeguarding**

We asked about procedures regarding Disclosure Barring Service (DBS) checks, and position in respect of school governors. It was not clear whether school governors were required to have DBS clearance. We felt that given their standing in the school and position of trust, and possible contact with pupils, it should be mandatory. You agreed that all school governors should be DBS checked and stated that you would follow up on this matter and take appropriate action.

## **Schools Admissions**

A query was raised about whether there was a policy on out of county school placements. We understood that the Council may have to send children out of Swansea in specialist education settings dependent on needs but this query was about mainstream Swansea schools admitting children from out of the county. You explained that parents could apply to any school, and dependant on meeting prescribed criteria, or surplus places, could be granted admission. For example, Looked After Children and pupils with Special Education Needs were a priority category for school admission. You assured the Committee that school admission arrangements in Swansea were in line with national guidance.

## **Your Response**

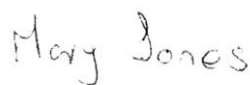
In your response we would welcome your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to our request for you to:

- communicate with governing bodies about reducing the health risk caused by vehicle exhaust emissions around schools and asking them to cascade the message in their communities; and
- take appropriate action regarding DBS checks for school governors.

Please provide the response to this and any other comments about our letter by 30 November. We will then include both letters in the agenda of the next available Committee meeting.

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

Yours sincerely,



### **COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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Councillor Mary Jones  
Chair, Scrutiny Programme Committee

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*Our Ref:* JR/CM  
*Your Ref:*  
*Date:* 26 November 2018

**BY EMAIL**

Dear Councillor Jones

**CABINET MEMBER QUESTION SESSION – 8<sup>TH</sup> OCTOBER 2018**

With reference to your letter dated 9 November 2018 please find response below.

- *Communicate with governing bodies about reducing the health risk caused by vehicle exhaust emissions around schools and asking them to cascade the message in their communities; and*
- *Take appropriate action regarding DBS checks for school governors*

The School and Governor Unit can circulate a request for governing bodies to communicate to their communities regarding health risks associated with exhaust emissions although it should be noted that the role of governing bodies is a strategic one linked to developing the overarching policies for schools. It is not always appropriate for governors to communicate directly with parents over issues as the boundaries between their strategic role and the day to day management responsibility, which rests with the headteacher, can become blurred. It might be more appropriate to ask governing bodies to consider whether or not their wellbeing policies take into account health risks associated with exhaust emissions and request that they agree that a strategy is in place for communicating a message to parents. The School and Governor Unit would welcome the views of the Scrutiny Committee on this proposal and once the preferred approach is confirmed they will communicate accordingly.

To provide clarity in respect of the requirement for governors to have DBS checks: There is nothing in legislation which requires school governors to undertake a DBS check however, it would be essential for any governor who was to have unsupervised contact with children to have a DBS in the same way as any other school volunteer. Due to the sensitive nature of the work of school governors the local authority (LA) strongly recommended that governing bodies agree that all governors should undertake a DBS check on appointment with a three yearly renewal. The LA is not able to make this mandatory as it is not provided for in legislation.

If a governing body agrees that all governors should undertake a DBS check and a governor refuses then the governor is disqualified. For this reason it is important that the clerk to governors minutes the decision of the governing body in relation to DBS check and that newly appointed governors are informed.

The Government of Maintained Schools (Wales) Regulations states that:

Refusal to make an application for a criminal records certificate

12. A person is disqualified from holding or continuing to hold office as a governor at any time when he or she refuses a request by the Governing Body to make an application under section 113 of the Police Act 1997 (13) for a criminal records certificate.

Yours faithfully

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

**Councillor Jennifer Raynor**  
**CABINET MEMBER FOR EDUCATION IMPROVEMENT, LEARNING & SKILLS**



**To/  
Councillor Mark Thomas  
Cabinet Member for Environment &  
Infrastructure Management**

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**19 November 2018**

## **BY EMAIL**

Summary: This is a letter from the Air & Noise Pollution Scrutiny Working Group to the Cabinet Member for Environment & Infrastructure Management following the meeting of the Working Group on 6 November 2018. It is about Air and Noise Pollution Control in Swansea.

Dear Councillor Thomas,

### **Air & Noise Pollution Scrutiny Working Group on 6 November 2018**

We thank you and the officers representing the Pollution Control Division for attending the Air & Noise Pollution Scrutiny Working Group on 6 November 2018 and answering our questions around the impact, monitoring and reduction of pollution levels.

Please find below the key points we noted and our resulting thoughts and suggestions:

We understand that there is now irrefutable evidence that air and noise pollution causes great harm to child development, cardiovascular systems, lung capacity, the central nervous system, mental health as well as environmental and ecological issues. We felt that this was an important public health issue which should be given a greater public profile with awareness raised.

You told us that the Pollution Control Division receive over 5000 complaints a year, with the majority of these being noise related and that the service gets as many complaints out of hours as it does in normal working hours. We heard that the Council's work to protect people from unreasonable nuisance is much more reactive than some other areas of the Division and can generate litigation. We were pleased to hear that the Council's ombudsman complaints are very low in comparison with other local authorities which is mainly due to offering an out-of-

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hours service. Councillors were also pleased the night time service was still being delivered when some other councils had removed this service. Whilst recognising the budget constraints of the Council the Working Group would like to see this service in Swansea continue to be 24 hour.

We heard that much more attention has been paid to air quality at central government level with increased media coverage on the public health impacts and increasing medical evidence. This has all helped to focus attention on the main issue, which we heard is fundamentally down to the proliferation of the car culture and road vehicle emissions particularly in congested areas. However, whilst the pressure has increased from Welsh Government we heard that the resources available to local councils have shrunk, and there are fewer local initiatives as the focus is on delivering statutory activities which are already very demanding.

We heard that the issue of air pollution is so big, so complex and difficult to address that it has been identified by some as a public health emergency and is a worldwide issue. We recognised the need for a whole societal shift from high polluting activity. The Working Group agreed that all levels of government need to engage with this major problem and that it will require a shift in behaviour by everyone. We heard that Scotland has introduced more charging which has not been developed here by Welsh Government because it was felt that charging is only a temporary fix and some examples of this have just caused the problem to move or spread to different areas of towns or cities.

We understand that there is a large amount of detailed and quite complex information online on the Council website which receives a lot of hits but mostly from other professionals, academics and students. Whilst publishing information is good we felt that it may not be very accessible by the public. We agreed that work needed to be done to look at tailoring the website to make information more accessible to the public. Councillors were also pleased to hear about the university developing a possible 'app'. The Air Pollution monitoring system currently shows every highway and real time air quality but is not easy to use at present.

A member of the public attending the meeting gave a medical analogy about the effects of poor air quality saying that 'as a council you can diagnose the problem but have no way of treating it'. You responded by saying that this is not entirely true and that 'we cannot carry out the operation but we can give some medicine'. The working group discussed a number of things the Council is doing to influence air pollution like, for example through:

- Green Fleet (biggest purchase of electronic vehicles by any Local Authority in Wales)
- Renewable energy initiatives and own energy company development
- Championing the Lagoon as renewable energy of future
- Biodiversity Corporate Priority recently agreed with associated policies
- Highways and traffic management measures

We were pleased to hear that this year there has been an improvement in air-quality, with the overall concentrations of pollutants down and the number of sites measured which fail a target reduced.

The Working Group congratulated the Division for the work they are doing and also the wider work being done by the Council to address air pollution in Swansea in conjunction with our partners and the public but felt it was vital that council departments co-ordinate and work together to that end.

We agreed that we need to start making small steps towards trying to address air pollution, where we can. Firstly we felt it is important to recognise it as a fundamental health issue. One key issue the Working Group discussed was the need to monitor and take action where possible to address pollution around Swansea schools. We wanted to find out more about how this issue is being dealt with and how it is feeding into and being addressed through council policies and strategies. We felt that Swansea needs to be more proactive and innovative in its approach to this issue. A local authority in England deciding to close the road outside one school during pick up and drop off times was cited as an example of a tough stance. We heard that this has also been discussed at Scrutiny Programme Committee when they completed their Q&A with Cllr Raynor on the 8 October. They have written to the Cabinet Member about this, we would therefore like to reinforce this message. She has been asked to communicate with governing bodies about reducing the health risk caused by vehicle exhaust emissions around schools and asking them to cascade the message in their communities.

We also wished to highlight our concern about the increase in traffic pollution and noise that will come from the increase in the numbers of new homes as identified in the Local Development Plan. It appears that a 20% increase in uptake of public transport has been predicted but we are not confident that this will happen as car culture is so strong and some of the new developments will be car dependant.

We felt that the development of a good efficient public transport system in Swansea is key to addressing the air and noise pollution particularly in busy and congested parts of Swansea. We heard that this is a challenge as local authorities are constrained as to what they can do because public transport is deregulated. The Council therefore has little or no control or influence over, for example bus services in Swansea, though has enabled the running of some non-commercial routes via a subsidy. The Council has to work with operators to influence and exert pressure to try to bring about change as it does not have control.

We discussed the need for a central government national pollution control strategy that is funded centrally and implemented at a more local level through Wales Government and Local Authorities. The Working Group agreed that there needs to be a holistic approach to this issue but understand that progress with improvements nationally has stalled. Nevertheless we felt that it would be a step forward if we develop a clear multi-agency plan to reduce air pollution, involving all stakeholders, even if we are not yet able to fund its delivery yet.

We also agreed that we need to think much more about nature based solutions to air quality issues like for example planting trees that absorb CO2 like Birch trees. We also expressed concern about new developments not having any areas of green space, which could help absorb pollutant in urban areas like for example breakout areas, living walls or roof gardens.

At the close of the meeting the working group agreed to suggest to the Scrutiny Programme Committee that there should be an annual meeting to look at Air and Noise Pollution.

### **Your response**

We are interested in hearing your thoughts about the issues raised in our letter but would ask that you respond to the following issues by the 10 December 2018.

1. We felt that this is an important public health issue which should be given a greater public profile, and that awareness should be raised more widely. This should be done in conjunction with health colleagues.
2. We would like to see the noise control service continue to be 24 hour.
3. We would like to see the air pollution webpages tailored to make information more accessible to the public.
4. Can you provide us with more information about how pollution around schools affecting children is being dealt with and how it is feeding into and being addressed through council policies and strategies?
5. Develop a clear vision and strategy for addressing and mitigating the effects of air pollution that involves not only the council but partner organisation, the university, schools and the public more widely.
6. Look into more innovative nature based solutions to air quality issues like for example planting trees that absorb CO2 like Birch trees, more green space planting in urban area as exemplified by roof gardens and living walls.

Yours sincerely,

**COUNCILLOR JOE HALE**

Convener, Air & Noise Quality Scrutiny Working Group

✉ [Cllr.joe.hale@swansea.gov.uk](mailto:Cllr.joe.hale@swansea.gov.uk)





Cllr Joe Hale  
Convener, Air & Noise Quality Scrutiny  
Working Group

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Our Ref: MT/HS  
Your Ref:  
Date: 28 November 2018

**BY EMAIL**

Dear Cllr Hale

**Air & Noise Pollution Scrutiny Working Group on 6 November 2018**

Thank you for your letter, dated 19<sup>th</sup> November 2018, regarding officers attendance at the Air & Noise Pollution Scrutiny Working Group. Please find the responses to the issues you raised below: -

- 1. We felt that this is an important public health issue which should be given a greater public profile, and that awareness should be raised more widely. This should be done in conjunction with health colleagues.*

Air Quality and its Public Health significance is well reported, leading to its prominent position on the current public health agenda. The Housing and Public Health Service is committed to carrying out its responsibilities within the current Local Air Quality Management (LAQM) regime. The Future Wellbeing and Generations Act 2015 enables the service to ensure that actions taken forward, via LAQM, including collaboration with Academic and Health colleagues. This enables work towards undertaking specific Air Quality Research Projects aimed at engaging with members of the public and achieving compliance with Objective concentrations and further reducing exposure to pollutants in specific areas of the city to be carried out.

- 2. We would like to see the noise control service continue to be 24 hour.*

The Pollution Control Division has operated the 'Out of Hours' service for over twenty five years and it has enabled officers to gather the relevant evidence required to serve Abatement Notices for Statutory Noise Nuisance as well as providing expert response and advice in emergency situations. The provision of this service is important in ensuring a robust evidence base for formal action however, the service will continue to be assessed and seek efficiencies during these times of austerity to enable its continued delivery.

*Cont'd.....*

3. *We would like to see air the air pollution webpages tailored to make information more accessible to the public.*

The current 'air pollution webpage' <http://swansea.airqualitydata.com/> was developed several years ago and was rated very highly for its content etc. However, it is agreed that over time the site has become 'dated' in its presentation of content. The Pollution Control Division are currently looking at ways to reinvigorate the presentation of data and will be working with colleagues in the IT Department to redesign the site in order to engage members of the public with its content and how the existing Nowcaster System can be integrated within the site. This is likely to include a series of IT projects that will be worked upon in 2019 and will be part of the continually evolving Air Quality Action Plan (AQAP).

4. *Can you provide us with more information about how pollution around schools affecting children is being dealt with and how it is feeding into being addressed through council policies and strategies?*

As referred to in response to question 1; the Pollution Control Team currently assesses areas of the Local Authority, in line with Technical Guidance prepared by DEFRA and the Devolved Administrations, for their compliance with the Air Quality Objective Concentrations set out in the legislation. Over the years the team has used Nitrogen Dioxide (NO<sub>2</sub>) diffusion tubes so that they can quantify concentrations in many areas. Currently, there are three diffusion tube sites specifically monitoring at the boundary of primary schools however, the evidence gathered to date indicates that the schools themselves are compliant with the Objective Concentrations, as they are an annual mean and hourly objectives. The Pollution Control Team believes that the routes taken to school and the behaviour of parents bringing children to schools are an important part of the position experience at schools within the urban environment. The AQAP is intending to investigate these factors with the aim of creating and testing an 'intervention', in collaboration with schools and active travel coordinators, to enable behavioural change and reduction in pollutant concentration through the use of technological platforms, such as 'apps' for members of the community to use.

The Authority's LDP is currently going through Independent Examination and within it are policies to enable Air Quality and Noise to be addressed at the planning stage; this will enable officers to require Air Quality Assessments for individual applications they perceive warrant detailed information. Also, within the Council's Corporate Plan 2018/22 are the well-being objectives:

- Transforming our Economy & Infrastructure
- 'Maintaining and enhancing Swansea's Natural Resources and Biodiversity'

The well-being objectives have been developed in line with the requirements of the Future Generations and Well-Being Act 2015 and set out the steps intended to be taken to meet these objectives.

*Cont'd.....*

- 5. Develop a clear vision and strategy for addressing and mitigating the effects of air pollution that involves not only the council but partner organisation, the university, schools and the public more widely.*

The Welsh Government 'Local Air Quality Management in Wales Policy Guidance' Published in 2017 incorporates the requirements of the Future Generations and Wellbeing Act 2015 and encourages collaboration with organisations. As mentioned in the scrutiny working group, the Local Authority is already working with colleagues in the School of Management and Institute of Life Science in Swansea University investigating several work themes around the subject of Air Quality and Public Health. Within the local authority the Wellbeing Objectives provide an excellent platform for partnership working across departments, for example, a green infrastructure proposal has recently been incorporated within a wider grant application that colleagues from the Nature Conservation Team are shortly submitting to Welsh Government.

As referred to previously the ongoing LAQM work and evolving nature of the AQAP will include the publishing of data and documents and provide opportunities for consultation for members of the public.

- 6. Look into more innovative nature based solutions to air quality issues like for example planting trees that absorb CO2 like Birch trees, more green space planting in urban area as exemplified by roof gardens and living walls.*

As the peer reviewed evidence grows and collaborations progress, the intention is to look at innovative solutions as part of the AQAP process to work towards compliance with the Objective Concentrations and further reduce exposure, as required by Welsh Government policy. If we are able to establish a local evidence base through collaborative partnerships the Local Authority will be in a better position to look at 'Green Infrastructure' solutions as part of future developments and strategies.

I trust this response is of use for your purposes.

Yours sincerely



**COUNCILLOR MARK THOMAS  
CABINET MEMBER FOR ENVIRONMENT & INFRASTRUCTURE MANAGEMENT**



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

**BY EMAIL**

cc: Cabinet Members

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SPC/2018-19/6

14 November 2018

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

Dear Councillor Lewis,

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

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

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

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

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

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

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

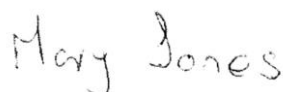
Finally we stressed the importance of engaging with the general public, who see homelessness but may not be sure how best they can help, in order to focus the good will that there is across the city, which will help our efforts as a Council.

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

### **Your Response**

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

Yours sincerely,



### **COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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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
<b>Training</b>	Audit Committee Initial Training Risk Management		Financial Management & Accounting Governance	Internal Audit	External Audit	Counter Fraud			
<b>Governance</b>	Election of Chair & Vice Chair Audit Committee Training Programme 2018/19		*Draft Annual Governance Statement 2017/18	Draft Audit Committee Annual Report 2017/18	AC Performance Review 17/18 Action Plan Update	Chair of Scrutiny Programme Committee Update on work of PDC's	AC Performance Review 17/18 Action Plan Update	AC Performance Review 17/18 Action Plan Update	
<b>Internal Audit</b>	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	Annual Report of School Audits 2017/18	Internal Audit Monitoring Report Q2 2018/19 Recommendation Tracker Report 2017/18 Social Care Contracts Update	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
<b>Risk Management &amp; Performance</b>	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
<b>Counter Fraud</b>					Corporate Fraud Annual Report 2017/18				Corporate Fraud Annual Plan 2019/20
<b>External Audit</b>		Audit Committee Review of Performance 2017/18			WAO ISA 260 Report 2017/18 – CCS WAO ISA 260 Report 2017/18 – Pension Fund	WAO Annual Improvement Report 2017/18 – CCS	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
<b>Financial Reporting</b>			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*  
*\*Special Meeting held 23/08/18 to discuss and approve the amended Annual Governance Statement 2017/18*

# Agenda Item 13

## Date and Time of Upcoming Panel / Working Group Meetings

### 11 December - 14 January

- a) 11 December at 10.00am – Service Improvement & Finance Scrutiny Performance Panel (Committee Room 5, Guildhall)
- b) 11 December at 4.00pm – Adult Services Scrutiny Performance Panel (Committee Room 6, Guildhall)
- c) 11 December at 4.00pm – Schools Scrutiny Performance Panel (Committee Room 3A, Guildhall)
- d) 17 December at 4.30pm – Extra Schools Scrutiny Performance Panel – pre-decision scrutiny (Committee Room 5, Guildhall)
- e) 18 December at 4.00pm – Child & Family Services Scrutiny Performance Panel (Committee Room 3A, Guildhall)
- f) 9 January at 10.00am – Development & Regeneration Scrutiny Performance Panel (Committee Room 5, Guildhall)
- g) 10 January at 10.30pm – ERW (Education Through Regional Working) Scrutiny Councillor Group (Committee Room 3A, Guildhall)
- h) 14 January at 10.00am – Welfare Reform Scrutiny Working Group (Committee Room 5, Guildhall)