



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

At: Committee Room 5 - Guildhall, Swansea

On: Monday, 24 June 2019

Time: 10.00 am

Convenor: Councillor Chris Holley OBE

Membership:

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

Agenda

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- 2 **Disclosure of Personal and Prejudicial Interests.**
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- 3 **Election of Panel Convener**
 - Bethan Hopkins – Scrutiny Officer
- 4 **Prohibition of Whipped Votes and Declaration of Party Whips**
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Next Meeting: Monday, 22 July 2019 at 10.00 am

Huw Evans

**Huw Evans
Head of Democratic Services
Tuesday, 18 June 2019**

Contact: Scrutiny 637732

Agenda Item 5



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

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

22nd March 2019

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Business Transformation and Performance. The Panel met on the 6th March 2019 to discuss the Complaints Annual Report 2017/18.

Dear Councillor Lloyd,

On the 6th March 2019 the Panel met to discuss the Complaints Annual Report 2017/18.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

Complaints Annual Report 2017/18

We heard how the trend was similar to previous years with the amount of complaints increasing. However some of this is down to the increased accessibility in relation to the complaints procedure.

We heard how the team look at the root cause of complaints and work with the relevant teams to look at process improvement to try and tackle any problems which appear to reoccur.

It is encouraging that there are no major concerns or trends which are identified in the report. This implies that there are no fundamental concerns which are reoccurring with residents.

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It was explained that less than 50% of the Stage 1 complaints were upheld, with 100 of these moving on to Stage 2 and 24 of these being upheld. The Ombudsman upheld 1 complaint which was received but some of these complaints were premature and referred back to the Council for processing.

We heard how the upgrade of the waste department vehicle fleet has led to a reduction in complaints because there are no longer issues around breakdowns. This is encouraging and will benefit the residents of Swansea.

We feel that The Regulation of Investigatory Powers Act (RIPA) Report needs to only be contained to a few paragraphs. We heard how we work with the Police in relation to the Act and support them to take action rather than initiate proceedings our self. As a result, the development of a specific report seems redundant.

In contrast to this, we feel the Freedom of Information Act (FOI) report should come to scrutiny as a separate agenda item and not be included in the Complaints Annual Report item. More in depth scrutiny can be conducted in this way and the increasing activity under FOI requests can be considered properly.

Overall we feel the report is too lengthy and could be reduced. But we compliment the hard work of the team dealing with some difficult issues. We hear there are plans to change the report format slightly and look forward to seeing future reports at scrutiny.

This letter does not seek a response but we welcome any thoughts and observations you may have.

Yours sincerely,



Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk



**To/
Councillor June Burtonshaw
Cabinet Member for Better
Communities (Place)**

BY EMAIL

*Please ask for:
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*Direct Line:
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*Date
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Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

22nd March 2019

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Better Communities (Place). The Panel met on the 6th March 2019 to discuss the Community Centres and Friends Group Update.

Dear Councillor Burtonshaw,

On the 6th March 2019 the Panel met to discuss the Community Centres and Friends Group Update.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

Community Centres and Friends Group Update

We note that this item started with you, Councillor Burtonshaw extending your sincere thanks to all volunteers who give their time to support community activity. Each Panel Member agreed that this work is invaluable to the Council and also extended their thanks. They agreed that, as Councillor Burtonshaw stated, "Communities would fall apart without them".

We heard about community activity in relation to both buildings and green spaces. It was explained how the current community development model which has been in place since a governance review in 2016. This means that the Council now acts as the building/green space landlord with the buildings and green spaces remaining in the ownership of Swansea Council but managed by the groups which run them. The relationship with the groups who run these venues has been maintained and encouraged by the Council with a team in place to provide advice and guidance.

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We heard how there is support for volunteers to apply for funding externally and there is help from the team to do this. Buildings and spaces run by volunteers can access grants which the Council cannot. As a result, a large amount of external funding (a mix of grants and group funding) has been achieved to support these venues with £300k of external investment in parks to date. This is a tribute to the hard work of the team and the volunteers involved.

We heard how maintaining long term sustainability of resources is part of the Corporate Strategy and that the community development model which is currently being used demonstrates best practice and savings made as a result. It is apparent that community groups are still enthused about participating in community activities despite the change in relationship. This is apparent in the involvement of the Senior Citizens Pavillions Group which has been a huge success including the hall in Glais which is an excellent example of successful partnership working.

We heard that as a result of austerity the amount of staff working on community development has reduced dramatically despite the substantial amount of work which has to be undertaken to keep community centres and community spaces as an essential part of community life. It was explained that the team have a folder of standard documents in relation to policies and procedures and advice on things like how to constitute groups. This is extremely useful so new groups can easily get established and continue to contribute to community development.

A copy of the standard building/space licence was provided for our perusal and we were told that the costs to the Council in relation to the buildings and spaces are specific to maintenance and health and safety issues only. There is an ongoing relationship with Beyond Bricks and Mortar, an organisation representing a holistic approach to regeneration, particularly bringing economically inactive people back into the labour market.

We understand that community buildings and spaces are invaluable but committees need new people to become involved to carry on the duties. Volunteer recruitment and volunteer burn out are very real issues but it is encouraging to hear that younger people are starting to become more involved. It is important to prioritise volunteer support, as without it we may lose essential community hubs in the form of community groups. It is important to note that Swansea is recognised as an example of good practice and with 38 thriving community centres there is much for the team to be proud of.

There was some discussion at the meeting about how volunteers are recognised for their work. This ranges from local reward schemes such as the event which takes place in Penderry to informal thanks in other wards. We would like to recognise the substantial work of all volunteers involved in this work, however, we do realise that this may be achieved more practically at a local level within the wards themselves. The Panel is in agreement that volunteers should be recognised more and we extend our thanks for all of their hard work.

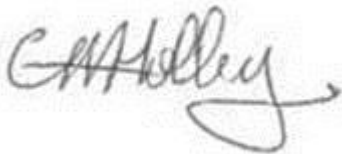
Regarding the report itself we do have some observations;

1. The report should outline the links with Community Councils and Swansea Council for Voluntary Services.
2. The license should be clear about the difference between the current arrangement and Community Asset Transfers.
3. The Panel feel that all community functions (including community asset transfers) should sit under one service.

We welcome your thoughts on any aspect of this letter but would specifically like your response to the three observations above.

This letter seeks a response by 12th April 2019.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Holley', with a stylized flourish at the end.

Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk

Cllr Chris Holley
Convener, Service Improvement &
Finance Scrutiny Performance Panel

Please ask for Councillor June Burtonshaw
Direct Line: 01792 63 7428
E-Mail: cllr.june.burtonshaw@swansea.gov.uk
Our Ref: JEB/HS
Your Ref: ref
Date: 10 April 2019

BY EMAIL

Dear Cllr Holley

Service Improvement & Finance Performance Panel – 6 March 2019

I refer to your letter dated 22 March 2019 regarding Community Centres and Friend Groups.

I am happy to provide the following response to the issues raised.

1. The report should outline the links with Community Councils and Swansea Council for Voluntary Services.

There is in place a Compact and a Third Sector Strategy between Swansea Council, Swansea Council for Voluntary Services and the wider Third Sector to provide a robust and workable framework for ongoing dialogue. The section work with SCVS in relation to training, both for volunteers and the section's community development officers and volunteer work opportunities across our sites, both for recruitment and advertising. Many of our Committees and Friends of Parks are members of SCVS. We have held sessions whereby the SCVS funding and volunteer bank officers have attended and presented information, advice and guidance to the groups. Links with community councils where there are buildings i.e. Gorseinon and Gowerton have been in place for a number of years. We are currently working with Clydach community council and colleagues in Corporate Property in relation to a CAT for Coedgwilym. We have also provided advice to Community Council's and they are also able to access the section's Interest Free Loan Scheme. Future reports will clarify these links.

2. The license should be clear about the difference between the current arrangement and Community Asset Transfers.

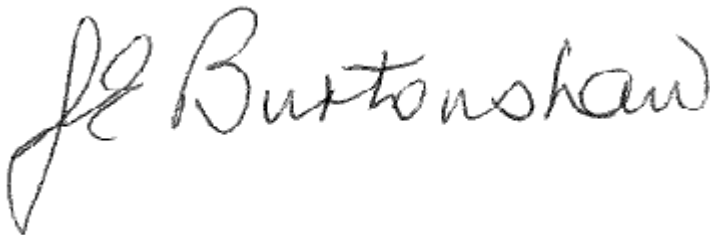
The current license is for the purposes of outlining the responsibilities of the voluntary management committee and the Council in relation to the community building, the licence itself provides both parties with an easy opt in and out option. It clearly states that the Council owns the freehold interest in the Premises and wishes the Management Committee to run them as a Community Building for the benefit of local residents in accordance with their Constitution.

Community Asset Transfer is an established mechanism used to enable the community ownership and management of publicly owned land and buildings, for a CAT to take place a sound Business Plan would be required to be in place which demonstrates the viability and sustainability of the alternative use – both in terms of the availability of capital funding for any conversion/refurbishment costs, and also for the ongoing revenue funding of the project. The Council will only transfer on a leasehold basis and as such is a very different proposition to that of the current license. The section work closely with Corporate Property in relation to any community requests for CAT. The status is explained explicitly to the committees and we continue to monitor the work of the committee or Friends group in fulfilling its terms.

3. The Panel feel that all community functions (including community asset transfers) should sit under one service.

There are many different parts of the Council working in the community for a variety of purposes including Adult and Social Care and the Local Area Coordination which is within the People Directorate due to the need to plug complex and sensitive situations directly in with specialist, qualified officers. The services in the community regarding engagement and development, eg. sports, recreation, libraries, community development, arts and cultural development, all sit under the same service and others such as housing and parks are within the same Directorate. There is a distinctive difference between community development and the function of asset and property management, which is where Community Asset Transfers are best managed due to the strategic assessment needs of property management for the Authority overall. These functions do sit in the same Directorate, under the Directorship of Martin Nicholls. Officers work directly and closely with relevant colleagues and are a first point of consultation in any assessment for CAT, as above.

Yours faithfully



**COUNCILLOR JUNE BURTONSHAW
CABINET MEMBER FOR BETTER COMMUNITIES - PLACE**



City and County of Swansea

Minutes of the **Scrutiny Performance Panel – Service Improvement & Finance**

Committee Room 5 - Guildhall, Swansea

Wednesday, 20 March 2019 at 9.30 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

J E Burtonshaw
L James
A S Lewis
D W W Thomas

Councillor(s)

P Downing
P K Jones
I E Mann

Councillor(s)

P R Hood-Williams
J W Jones
B J Rowlands

Other Attendees

June Burtonshaw
Andrea Lewis

Cabinet Member - Better Communities
Cabinet Member - Homes & Energy

Officer(s)

Karen Gibbins
Bethan Hopkins
Tracey McNulty
Mark Wade

Principal Librarian Information And Learning
Scrutiny Officer
Head of Cultural Services
Head of Housing & Public Health

Apologies for Absence

Councillor(s): M H Jones

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Notes

- Approved

3 Public Questions

- None

4 Wales Audit Office Report - Housing Quality Standards

- £500m capital investment in Council housing between 2002 -2020

- The Wales Audit Office (WAO) has noted the Councils 'sound approach' to the work
- More work is being done 'in house'
- Raising the standards for Council tenants
- WAO validated the programme of work
- Welsh Housing Quality Standards (WHQS) are an integral part of the overall strategy
- Robust plans in place to meet standards
- Deadline of 31st Dec 2020 to meet the standards
- WHQS are the legal benchmark for all social housing
- 2012-2018 £230m spent so far
- Legal and regulatory obligations
- 6 technical measures of components of WHQS
- The standards fit into Council corporate priorities and wider agendas on health, well-being, poverty and public services
- Work closely with other services such as corporate building services
- Every 5 years the Council undertake independent validation of properties and produce reports on condition and what work should be planned
- Council surveyors then go and prioritise the work
- Other teams such as corporate building services feedback to the team if they see other work which needs addressing
- Use standard component life cycle timelines to plan work (e.g. new roofs)
- 'Acceptable Fails' in the report represent properties which are still delivering programmes or where tenants have refused the work
- Some tenants are too unwell or not able to cope with the major disruption so can refuse to have the upgrades
- Upgrades will then be done when the property becomes vacant
- Biggest challenge is redoing gardens
- Work includes installing handrails to steps, protecting changes in levels to retaining walls and mitigating risks and hazards in gardens generally
- £118m to deliver the WHQs by December 2020
- Annual update to scrutiny will be undertaken
- External Surveyor engaged to carry independent house condition surveys for the Council to inform future repair programmes and validate WHQS works carried out to date
- Environmental and green issues are important in communal areas
- Housing Preparation Unit deal with void properties
- Congratulate team on work done in West Cross
- Housing Officers in the District Housing Offices work with tenants to encourage them to maintain their gardens. This done informally in most cases but tenancy conditions can be invoked where appropriate.
- Councils approach to the WHQs is generally well integrated
- Most people felt the improvement of their homes was beneficial – Council's internal survey questionnaire more detailed than WAO telephone survey and satisfaction levels generally measured higher
- Action plan has been developed to deal with any recommendations within the Wales Audit Office Report
- Piloting retrofitting 'Homes as Power Stations'

- Council goes above the WHQS but do have budget restrictions
- Some disruption payments to tenants recognising the huge inconvenience and intrusive nature of work and lack of cooking and washing facilities during that time
- Been lobbying for more funding around solar energy
- Good comprehensive report and presentation
- Biggest improvement in public health is down to safe and secure housing
- Panel really appreciate the work which has been done and congratulate the team

5 Welsh Public Library Standards Annual Report 2017/18

- Still continue to perform well in library services
- Public libraries have 12 core entitlements with 16 quality indicators
- Met 11 of the 12 core entitlements
- QI 9 – missed up to date reading materials
- QI 10 – missed Welsh Language Resources
- QI 3 – missed staffing levels and qualifications
- Qualified managers have left the service which reduced the qualification average
- Discussed 4 case studies relating to individual development
 1. Crochet group St Thomas
 2. Reading Stars in Brynhyfryd
 3. Shopping Online – Central
 4. Mental Health support – Clydach
- Looking at improving monitoring to improve outcomes
- 5th in Wales for library attendance for events
- 5th in Wales for library visits
- 5th Wales for revenue expenditure
- 8th in Wales for online access
- Good customer satisfaction rates
- Met targets of sufficient service points due to the wide spread of libraries
- Will continue to address any failure points
- No mobile libraries left but do have community service deliveries
- Agency staff are used to cover sickness and deal with delays in recruitment
- There will be no more changes in library service times for the foreseeable future
- Borrow Box – free downloads including audio books, shared across Wales with partial Welsh Government Funding
- It is important to maintain library services
- Pleased to see libraries thriving

6 Work Plan 2018/19

- Discussed

The meeting ended at 11.25 am

Chair



**To/
Councillor June Burtonshaw
Cabinet Member for Better
Communities (Place)**

BY EMAIL

*Please ask for:
Gofynnwch am:*

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*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

4th April 2019

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Better Communities (Place). The letter relates to the Welsh Public Library Standards Annual Report 2017/18

Dear Councillor Burtonshaw,

On the 20th March 2019 the Panel met to discuss the Welsh Public Library Standards Annual Report 2017/18.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

We heard how Swansea still continues to perform well in relation to library services.

It was explained that The Welsh Public Library Standards consist of 12 core entitlements and 16 quality indicators, 10 of which have targets. Swansea Council Libraries met 11 out of 12 core entitlements in full and out of the 10 quality indicators with targets, met 7 in full, 1 in part and failed to achieve 2.

We heard how the 2 quality indicators which failed relate to the budget spent on up to date reading materials and Welsh language reading materials. The 1 quality indicator that was met in part relates to staffing levels and qualifications – part of this has been impacted by some qualified managers having left the service over the last couple of years, therefore reducing the qualification average, however, the service met the target for training.

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We were told that we have good customer satisfaction rates and that we have met targets relating to 'sufficient' service points in communities, which is due to the spread of libraries across Swansea. This is very positive and means that people in all areas of Swansea have a library nearby.

We also heard that you are reviewing your monitoring procedures to ensure there are improved outcomes and you will continue to address any failure points in the service.

It was interesting to hear about the 4 case studies which demonstrate individual development;

1. The Crochet group at St Thomas Library
2. The Reading Stars initiative in Brynhyfryd Library
3. Learning about Shopping Online – Central Library
4. Mental Health Support Collaborative Project – Clydach Library

The Panel were encouraged by the range of activities available in libraries that encourage integration and support in a range of ways.

We heard that despite difficult financial times our libraries are performing well in relation to attendance and access. This demonstrates that people enjoy attending libraries and they are a valued part of community life. We were told that we are;

- 5th in Wales for library attendance for events
- 5th in Wales for library visits
- 5th Wales for revenue expenditure
- 8th in Wales for online access

The Panel enquired about mobile libraries and we were told that these are no longer in use but the community service delivers to people who would find accessing a library difficult.

We heard that agency staff have been used to cover sickness and deal with delays in recruitment. We were also told that some of the staff who work in libraries have contracts with a small amount of hours, and trying to juggle these hours and shift patterns across libraries can be difficult.

We were concerned that the new changes in library times would be detrimental and the beginning of chipping away at library services, however, we were assured by you that there will be no more changes to library services in the foreseeable future. We are very happy to hear this as we feel that maintaining library services is essential. We are pleased to see that the work the library services is currently undertaking is popular across a range of ages and geographical areas and that they are thriving.

This letter does not seek a response but we welcome any thoughts and observations you may have.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'CHolley', with a stylized flourish at the end.

Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk



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

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

29th March 2019

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Homes and Energy. This letter relates to the Welsh Housing Quality Standards and the accompanying Wales Office Audit Report.

Dear Councillor Lewis,

On the 20th March 2019 the Panel met to discuss the Welsh Housing Quality Standards and the accompanying Wales Office Audit Report.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

We heard how the Welsh Housing Quality Standard (WHQS) requires all social landlords to improve their housing stock to an acceptable level by December 2020. The Wales Audit Office (WAO) undertook a review to determine whether Swansea Council has effective arrangements in place to meet the Welsh Housing Quality Standard by 31st December 2020.

It was explained that the WHQS have legal and regulatory obligations with 6 technical measures of components.

The WAO validated the Swansea Programme of work and said that the Council has a 'sound approach' to its strategy. It also stated that the Councils approach to the work is generally well integrated. We also heard that the team anticipated some of the recommendations which were made and have already got robust plans in place to address these and meet the standards by the deadline.

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We heard that overall £500m of capital investment has been made in council housing between 2002-2020 to raise standards for Council tenants with much of this work being done 'in house' by Council staff. With the WHQS being the legal benchmark for all social housing we heard how £230m has been spent between 2012 and 2018 alone. We heard how the WHQS fit into the Councils corporate priorities and wider agendas relating to health, well-being, poverty and public services.

It was explained that every 5 years the Council undertake independent validation of Council houses and produce reports on condition and what work should be planned going forward. Complimentary teams such as Corporate Building Services also feedback to the Housing Team if they see work which needs addressing. In-house surveyors then assess and prioritise the work which needs to be undertaken. In addition to this, we heard how the Council uses standard component life cycle timelines to plan work, for example, when new roofs will need replacing on properties. It is encouraging to hear that this sort of tracking exists in the department so quality can be maintained ongoing and upcoming work can be planned for appropriately. On top of this we heard how an external surveyor has been engaged to carry out independent house condition surveys for the Council to inform future repair programmes and validate WHQS works carried out to date.

We heard how Council houses were assessed (as at the end of January 2019) and that although many of the Council houses in Swansea have had upgrades and meet the standards there are some 'Acceptable Fails'. It was explained that these 'fails' could be properties which are still on the schedule of works still to do or may be houses where tenants have refused the work. We heard how tenants have the right to refuse the work being undertaken. The Panel are aware that many tenants are elderly or may have disabilities and do not want the disruption. We as a Panel understand this, as the disruption caused when refitting kitchens and bathrooms can be substantial and too much for some tenants to cope with. However, it was explained that in order to meet the standards, these houses will have work undertaken on them when they become vacant. We are glad to see that tenant's voices are being heard and their wishes being taken into account. We are also pleased that disruption payments are made to tenants who have work done as due to the inability to access their kitchens to cook and do laundry there will no doubt be an increase in their costs. It would be unfair for them to absorb these inevitable extra outgoings.

Green infrastructure and environmental issues rightly play a large part in housing and the Panel were keen to hear how gardens and green spaces are being addressed in the projects. It was explained that redoing gardens is one of the biggest challenges for the team. There is a commitment to install handrails to those gardens which have steps and manage issues around retaining walls along with mitigating risks and hazards in gardens generally. The Panel did raise some concerns that some tenants either cannot or will not maintain their gardens which can lead to a reduction in kerb appeal and generally reduce the overall quality of an area. We heard how Housing Officers in the District Housing Offices work with tenants to encourage them to maintain their gardens. This is done informally in most cases but tenancy conditions can be invoked where appropriate. We hope that this work

continues as many tenants maintain their properties beautifully. We heard that to encourage green spaces and contribute to the environment there are projects such as tree planting in Penderry to contribute to biodiversity and to enhance the area.

The issue of void properties was a concern for some Panel members but it was explained that the Housing Preparation Unit deals with voids as quickly as possible. The team did agree to look at how the wait times to redevelop voids can be decreased and you said that you were keen to make properties available as quickly as possible for those people waiting for a home.

We heard how the vast majority of tenants when asked said the improvement of their homes was beneficial – the Council's internal survey questionnaire was more detailed than WAO telephone survey and satisfaction levels generally measured higher. We heard how the outcome of satisfaction was in the mid-90th percentile. This is not a surprise as the Panel feel that the biggest improvement in public health has been down to the development of safe and secure housing so we are happy to hear that residents are pleased. We also heard how people with respiratory and heart conditions have a substantially lower chance of needing medical care if their housing is fit for purpose. Again this feeds into aims and objectives around health and well-being.

On top of the work which has been done, it was explained that there is a £118m budget left to deliver the remainder of the work under the WHQS by December 2020. We were told how the WHQS are the minimum standard the Council work to and where possible we go over and above these standards fitting sprinklers and other items where budgets allow.

The Panel were interested in renewable energy and asked about solar power projects for properties. You explained how historically money was available to do this kind of work but funding like this has since gone. However, you are very keen to continue to lobby on the issue of solar power along with exploring retrofitting properties under the 'Homes as Power Stations' work, in order to make cost neutral houses in relation to energy costs. The Panel feel this is a very worthwhile area of work and should continue to be explored.

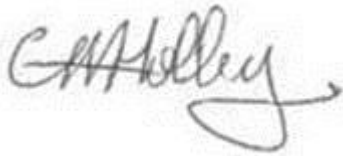
The Panel feels that an annual update to Scrutiny would be useful and sending your quarterly update report to the Panel for information would also be beneficial from a monitoring perspective.

Overall, the Panel felt that the report and presentation were informative and comprehensive. We were very impressed by the work which has been done by the team and specific thanks and recognition was made regarding the work done in West Cross. We would like to congratulate the team and you the Cabinet Member on the work you have achieved so far and look forward to the continued efforts to renew and maintain this Councils Housing stock.

Well done.

This letter does not seek a response but we welcome any thoughts and observations you may have.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Holley', with a stylized flourish at the end.

Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk



City and County of Swansea

Minutes of the **Scrutiny Performance Panel – Service Improvement & Finance**

Committee Room 5 - Guildhall, Swansea

Monday, 13 May 2019 at 9.30 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Downing
J W Jones

Councillor(s)

M H Jones
B J Rowlands

Councillor(s)

P K Jones
I E Mann

Other Attendees

Clive Lloyd

Cabinet Member - Business Transformation & Performance (Deputy Leader)

Officer(s)

Sarah Caulkin
Bethan Hopkins
Richard Rowlands
Ben Smith

Chief Transformation Officer
Scrutiny Officer
Strategic Delivery & Performance Manager.
Chief Finance Officer / Section 151 Officer

Apologies for Absence

Councillor(s): P R Hood-Williams and L James

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Minutes.

- Approved

3 Public Questions

- None

4 Commissioning Reviews - Progress Update

- Regeneration and Planning savings listed as 'not achieved' will be delayed rather than not achieved over all
- Query over the 'enveloping schemes' in Corporate Building/Corporate Property – department to clarify

- Council costs in relation to Corporate Building and Corporate Property are coming into line with external contractors and as a result more work is being done 'in-house'
- Need further clarification on the Route Planning Update' within Waste Management
- Business Support Programme savings are over 5 year period – confident in figures
- Would like more information on Catering performance – department to feedback 6 months' worth of performance
- Some services and projects are impacted by sickness – services are still being delivered but not 'gold plated'
- Some services have changed as a result of staff loss but they are not necessarily worse – some services have changed how they do things
- Looking at roles and ensuring they are multi-skilled for staff cover
- Potential issues for staff taking on extra and generic work

5 Quarter 3 Performance Monitoring Report

- Trying to meet challenges around social services safeguarding measures
- Positive that the Local Development Plan has been accepted – big piece of work
- Good work in terms of City Centre Regeneration
- New report and format which is produced via software now

Social Services

- AS9 (DoLS assessments completed in 21 days or less) – performance dropped at Q3 following an Improvement at Q2 - the backlog is reducing. Some discussion over assessments in general and effectiveness of gathering correct information from people
- PAM025 (Rate of delayed transfers of care for social care) – Domiciliary care providers cannot cope with demand but ongoing issues here. Adult Services Scrutiny Panel are looking closely at this
- SAFE27 - Staff training on safeguarding is red, and needs to improve

Education

- School attendance remains stable but some signs of weakness at Q2 and Q3
- EDU016a Pupil attendance in primary school - declining but being monitored
- BBMA4 Number of apprenticeships or trainee starts in the Council – Targets being revised due to budgetary constraints
- Query around national media stories of pupils being taken off roles to improve attendance

Economy and Infrastructure

- No significant changes

Tackling Poverty

- HBCT01a Housing Benefit speed of processing – shows improving trends
- HBCT01b Housing Benefit processing changes of circumstance – time taken to process changes in circs still relatively high - may be due to Universal Credit roll out
- POV10/POV11 Gaining Employment/Gaining Qualifications - new indicators, request more information

Transformation and Future Council

- CHROO2 Days lost due to staff sickness – declining trend, data quality under review. Concerns that loss of staff is affecting staff sickness. Follow up with department for further information
- FINA6 – Delivery of savings is challenging linked with complex transformation

6 Work Plan 2018-19

- Scrutiny Officer to work on new draft plan for 2019/20 and bring to next meeting

The meeting ended at 10.30am

Chair

Agenda Item 7

Terms of Reference

Service Improvement and Finance Performance Panel

1. Why is this topic important?

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

2. What is the purpose of this Panel?

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

3. What are the possible lines of inquiry?

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

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

Agenda Item 8



Report of the Cabinet Member for Business Transformation & Performance

To the Service Improvement and Finance Scrutiny Performance Panel
24th June 2019

WAO report on local government use of data: Swansea findings

Purpose:	To brief the Service Improvement and Performance Scrutiny Performance Panel on 24 June 2019
Content:	A briefing on the Wales Audit Office report, ' <i>Local government use of data: City and County of Swansea</i> '
Councillors are being asked to:	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener
Lead Councillor:	Councillor Clive Lloyd, Deputy Leader and Cabinet Member for Business Transformation & Performance
Lead Officer & Report Author:	Chief Transformation Officer Tel: 01792 637334 E-mail: sarah.caulkin@swansea.gov.uk

1. Background

- 1.1 In December 2018, the Wales Audit Office (WAO) issued a report on how local authorities in Wales were making use of data in order to inform their decision-making. The report was based partly on returns from a previously circulated questionnaire to Council managers and Councillors. The report contained sections focusing on individual Welsh local authorities based on the returns received from each authority. Swansea Council had a 30% response to the questionnaire.
- 1.2 This report provides a briefing to the Scrutiny panel on the findings, action plan and the ongoing governance arrangements through the Information Governance Board. In addition, this briefing highlights other projects underway around data, outside of the WAO findings.

2. Key WAO Findings

2.1 The WAO report is divided into four key areas, as follows:

- Vision, Leadership and Culture;
- Data protection;
- Skills and capacity; and
- Evidence-based decision making.

2.3 On *Vision, Leadership and Culture*, the report outlined a continuum for local authorities ranging from a risk averse approach (silo working) to one which openly shares data within the organisation, with the public, and with its citizens. It is important at this point to identify that the data which this section refers to is not personal data or, where the data source is personal data, it has been anonymised so that no individual can be identified.

2.4 While praising specific examples within the Council, e.g. work to create a customer ID, and specific work done in Child and Family Services with Looked after Children, the report found that Swansea Council did not take a corporate approach to the use of data. While this conclusion may have been expected from the circulation of a questionnaire, it did not pick up current projects already in progress, i.e. The work which Digital Services is undertaking in this field. Under its open data initiative, Digital Services intends to comprehensively address the issue of silo working and develop a corporate approach.

2.6 On *Data Protection (DP)*, the report outlined a continuum ranging from an authority which uses DP to block the sharing of personal data, to one which constructively uses the legislation to empower appropriate data sharing. This section does not contain any feedback from the Swansea Council questionnaire responses, which suggests the feedback was such that no defining points could be made. The statistics which are provided relate to all Welsh local authorities and suggest a degree of confusion about what is legitimate data sharing. This is understandable as it a complicated issue. Furthermore, at the time of the compilation of the report (pre-GDPR), there was no Swansea Data Protection Officer (DPO) in post to give a more detailed outline.

2.7 In practice the Council has a number of initiatives which could indeed have featured in Part 3 of the report, '*Good practice examples for councils to learn from*'. One example relates to how the Council's Poverty and Prevention Unit have been seeking to analyse the Single Household Benefit Extract (SHBE), data held by the Council's Revenues and Benefits section, in order to better target services that support people experiencing poverty, or are at risk of experiencing poverty. The DPO and Deputy DPO became involved in order to explain how data sharing could be completed in a legal and safe manner. Meetings took place with officers to establish whether the Council had the requisite competence to act, whether the data processing met a legal basis for processing and finally how it interacted with overarching Council strategies and policies. The result of those discussions was the production of an appropriate policy document that provided the framework and legal basis for data sharing. The advice and assistance has permitted a data sharing activity that will allow targeted services to the most vulnerable.

- 2.9 On *Skills and Capacity*, the report described the need for the Council to map staff who have a role in analysing and managing data and to build and develop capacity in data usage. Identifying capacity, staff training and continuous professional development form important planks of the Swansea action plan.
- 2.11 On *'Evidence-based Decisions'*, the report outlines a continuum from an authority which only analyses its own historical performance data to one which makes open data available in real time to a wide range of organisations. The report acknowledges the responses on this subject were mixed but all the same recommends that data should be easily accessible to decision makers.
- 2.12 As an example of good practice already being delivered, the Council is rolling out Office 365 and cloud services in order to strengthen its data management capabilities. Digital Services is also helping departments to collaborate, drive performance, and inform decision-making through these new tools including, artificial intelligence (AI), Cognitive Services and Machine Learning.

3. Summary

- 3.1 The Council recognises the importance of the effective use of data and it is making significant efforts to meet the challenges through the wider work of the Information Governance Board.
- 3.2 The action plan is being developed taking account of all the WAO recommendations and wider projects. The plan also incorporates data implications emerging from both the revised Digital Strategy and regional working drivers from the Welsh Government. Information and data from future consultations and engagement, or areas of co-production, will also inform the Council's decision-making. The action plan will be brought back to the Scrutiny panel in the next quarter.
- 3.3 The Information Governance Board is responsible for leading and monitoring the action plan.

4. Legal implications

No specific implications related to this report. Legal implications emerging from the action plan relating to GDPR and the Data Protection Act will be addressed on a project by project basis.

5. Finance (if required)

No specific financial implications related to this report. Any financial implications emerging from the action plan will be highlighted in the next report.

Glossary of terms:

'Personal data' is defined as any data relating to living individuals from which they can be identified, either directly from the data itself or by another individual when combined with other data that is in, or likely to come into, their possession.

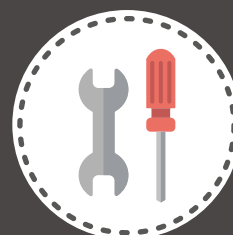
'Open data' is defined as data that is routinely published and freely available to everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control.

Background papers: none.

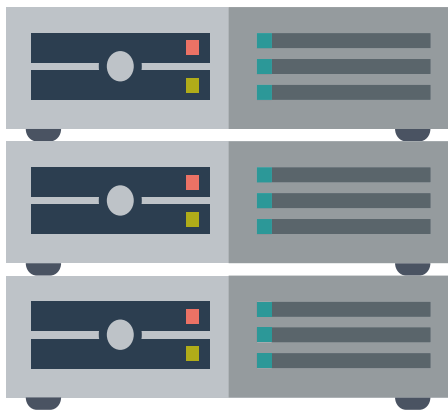


Local government use of data

City and County of Swansea



Methodology and structure of this report



The growth of 'big data' strategies in the private sector and the availability of 'open data' has been unprecedented in recent times, and has revolutionised the way organisations make decisions. With the technology available today, and the rate of technological change, data-driven decision-making is becoming the norm rather than the exception. However, is this approach extending to local authorities in Wales?

Given these challenges, this report summarises the findings of the Wales Audit Office national study looking at whether local government has the right building blocks and culture in place to capitalise on the data that it holds.

Part 1 of this report summarises why making use of data is important and is drawn from national research with leaders in data usage in the public sector.

Part 2 - summarises the key issues from data tool responses provided by senior officers and elected members for City and County of Swansea.

Part 3 - sets out some good practice examples we identified in our research which we believe can help councils make better use of their data.

The findings in Part 2 this report are drawn from and based on the collected responses to the Wales Audit Office Data Tool provided by senior officers and elected members in City and County of Swansea.

Consequently, it only provides a summary of the views of those council staff and elected members who responded on how the council manages data and should be considered as useful evidence in how the council can improve its use of data.

Consequently, the report should be read alongside the national study report, which provides more detailed findings and makes a series of recommendations for all local authorities in Wales.

Part 1 - Why making better use of data is important

In a period of sustained austerity, there is a pressing need for **innovation** to help local authorities deliver better outcomes with decreasing resources.

Effective use of data presents **huge opportunities** in providing services in the face of these acute and on-going financial pressures.

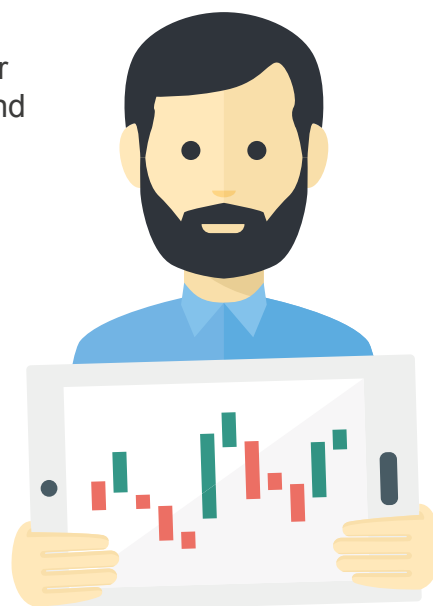
However, our national study found that **local authorities across Wales are slow to develop a culture that values and uses data effectively to improve services and outcomes.**

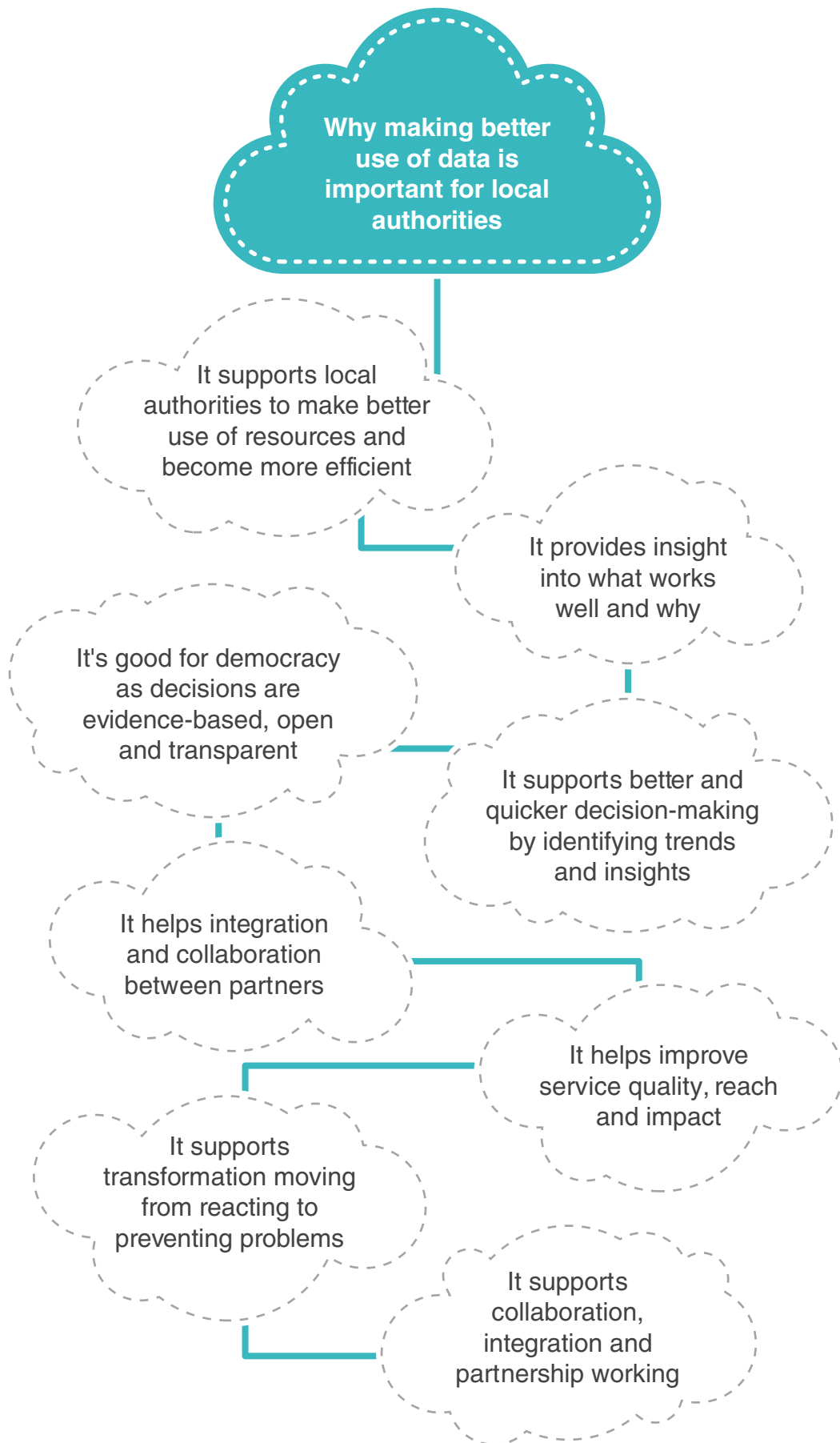
Our national report – **The Maturity of Local Government in Use of Data** – can be viewed on our website audit.wales.



The benefits of making better use of data

Being smart and strategic in using data brings many benefits for local authorities, their partners, the communities they work in and the citizens they serve.





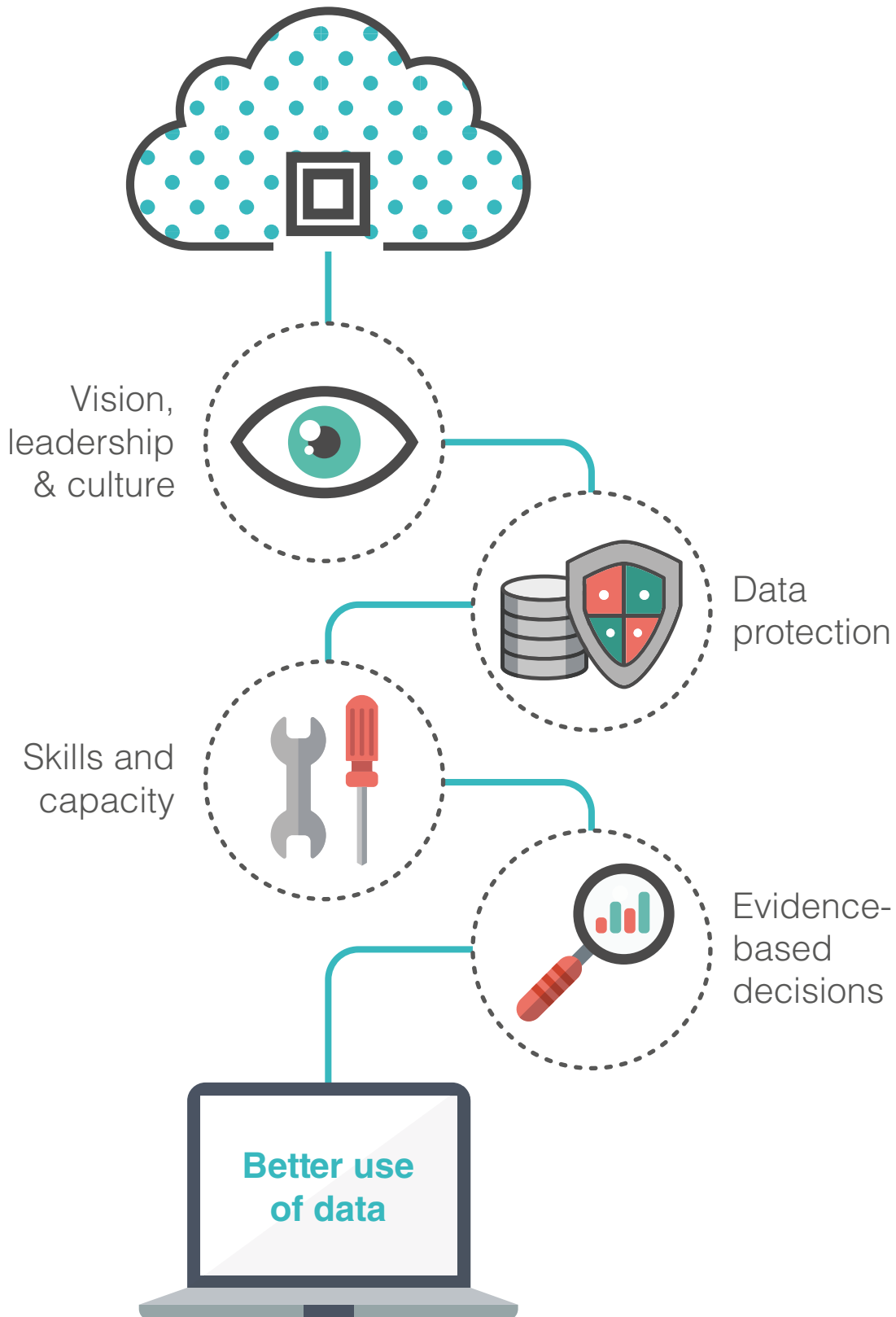
Our national report on the use of data identifies seven key components in making better use of data

From our work, we have identified what we consider to be the key aspects of how well local authorities use data and have set these out in the following table. Overall, we conclude that most authorities are characterised by the descriptors at level 1 and level 2.

Key Characteristic	Level 1	Level 2	Level 3
Leadership	Leadership on data and organisational culture encourages a risk averse approach, which does not value or seek to maximise data usage.	Leaders recognise the value of streamlining and improving use of data, both within the local authority and with partners. The culture in most of the authority has not progressed from 'identifying' the opportunities of integrating and sharing data to actually 'doing' it.	The organisation has a strong leadership culture based on transparency and valuing and using data to underpin decisions. The authority openly shares data and insights with citizens, partners and stakeholders setting out the rationale for choices. Data is valued and used across the authority.
Corporate Standards	Services operate independently in silos, and define their own data requirements. The local authority lacks corporate standards for how services should capture and use data and little integration or sharing of data takes place internally nor externally.	The local authority knows what data is collected by services and has some linked databases, but data networking has developed organically. The local authority lacks data standards and whilst data sharing and integration takes place, it is in narrowly defined areas.	The local authority has corporate data standards and coding structures. The local authority has identified its long-term data requirements and is streamlining systems to reduce duplication and improve accessibility. Data is integrated and coding gaps when identified are addressed.
Integrated customer data	Service users often apply multiple times for services or assistance. Duplication of data is common and some services rely on paper based manual systems.	Duplication is known, but not always addressed. Some standardisation takes place, usually around established parameters such as property gazetteers, but is limited. Most data is digitised but not linked.	Citizens apply once, and services are configured to meet their needs. Data is entirely digitised and regularly cleansed to ensure it is accurate. Data sharing and integration is well advanced. Duplication is kept to a minimum.

Key Characteristic	Level 1	Level 2	Level 3
Data Protection	Data protection legislation is understood and complied with, but is a block to sharing data.	Data protection legislation is understood and complied with and is not seen as a block to making better use of data.	Data protection legislation is complied with and implementation is supporting the local authority to appropriately share data internally and with other bodies.
Data analytics	Investment in data analytics – segmentation analysis, forecasting and predictive analysis – is limited. There is little capacity and a deficit in skills to improve use of data. There is no or little investment in upskilling staff.	The need to build skills and capacity and invest in making better use of data is recognised, but not always addressed. Improving capacity and upskilling staff is a known risk but progress to address this is slow or limited.	Staff have been equipped in data analytics, and services regularly use data from a range of sources to understand events, predict future scenarios and model potential demand. Data analytics is recognised and valued as a core function and is resourced sufficiently.
Data Driven Decisions	Data is reported and performance is analysed. The focus of performance reporting is limited to local authority service information, is mostly historical and backward looking, and not reported in real time. Data analytics is rarely used.	Data is reported and performance is analysed. The local authority is focussing on monitoring and measuring impact. The importance of data analytics is growing but not embedded or sufficiently developed in most services.	Data is reported and through performance evaluation, corrective action is taken when the data shows a change in direction is needed. The local authority has a record of accomplishment of using data analytics to manage services and is focused on understanding future demand.
Open Data	The Local authority is not using data to effectively support decision-making. Open Data and public reporting is very limited.	The local authority uses data to underpin decisions but limitations in its coverage and analysis weakens ‘real time’ choices. Open Data is produced but coverage is limited.	Data driven decision-making is well established and accepted as the “way to do things”. Open Data is made available in real time and a wide range of organisations use the information to develop new opportunities.

Making better use of data requires...



Part 2 - Summary of key issues from data tool responses for City and County of Swansea

This resource summarises the position of **City and County of Swansea** within the context of our national study findings. It also explores some of the barriers identified locally. Overcoming these barriers will help to ensure the Authority and its citizens reap the rewards of better use of data. This resource is structured around four key themes identified in our national report as vital steps in the data journey. These findings are based on an amalgamation of all the data tool responses.

Vision, leadership & culture

A strong data culture and data success are intertwined, and authorities cannot have one without the other. To improve the use of data, authorities need visionaries who recognise the importance of empowering people to take well-managed risks and learn from failure. Local authorities that make the best use of data perceive the wealth of data they hold as an invaluable resource and devote the appropriate monetary and human resources to ensure it is used as effectively as possible.



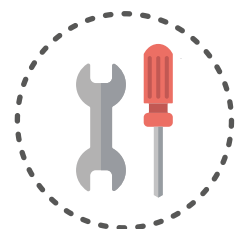
Data protection

Local authorities are often the gatekeepers of very personal and very sensitive information. They handle all sorts of data on a daily basis, covering everything from income to detailed health and care records. However, using data in the public sector is a delicate balancing act. Local authorities need to protect personal information from data misuse but without suffocating innovation. As a result, many public sector organisations are wrestling with the benefits and risks of data sharing.



Skills & capacity

Local authorities hold a vast resource of insight, intelligence and data that has the potential to drive efficiency, direct resource allocation and fundamentally improve the delivery of services. A mature local authority will use data to improve services and transform their organisation, and will have staff and Elected Members who are skilled and confident data users. Having good data analytical skills to inform and direct resource decisions is a key component of a mature approach to using data.



Evidence-based decisions

Data driven decision-making is an approach to governance that values decisions that are underpinned by verifiable data. However, the success of the data-driven approach is reliant upon the quality of the data gathered, the effectiveness of its analysis and interpretation, and the processes established to judge impact and performance.



Data tool responses for City and County of Swansea

We ran a suite of six data tools at each of Wales' 22 local authorities to help inform our national local government study. The data tool recipients and the response rates for City and County of Swansea are set out below.

Our data tools asked questions against a range of issues relating to the use of data. Comments received shed further light on the barriers the Authority faces to make better use of data.

Data tool recipients	Number invited	Responses received	Percentage responded
Officers	99	38	38%
Elected Members	72	13	18%
Total	171	51	30%



What we found in City and County of Swansea: Vision, leadership & culture



The Authority has already experienced some of the benefits of making data-led decisions, for example in monitoring of the needs of its 'Looked After Children', its internal reporting of service performance, and its work to create a 'Swansea ID' for access to certain discretionary services. Further positive improvements to the culture to develop a more integrated and corporate approach will help to build on this and extend the benefits of data-led decisions to all service areas. Maximising the benefits of the data the organisation holds requires a change in culture to an environment that treats data as a key resource.

The Authority needs a clear data vision. Current approaches are service led, do not work within an agreed corporate approach, and the Authority is not fully realising the benefits of using data.

The Authority already holds a wealth of data and breaking down departmental silos to integrate data across the Authority will help other services to put it to best use.

The Authority needs to undertake a data audit to help identify options to reduce duplication and waste and by setting corporate data management standards and coding for services' core data. This will further enable data sharing across different teams and service areas.



What we found in City and County of Swansea: Data protection



The Authority collects data at almost every interaction with its citizens, whether face to face, over the phone or on social media and needs to ensure it continues to protect the information it holds.

Local authorities' perception of data protection regulations provide an indication of their appetite to make the best use of data; for example, are regulations perceived as 'a barrier to data sharing', or as 'a framework within which data can be shared safely'? A lack of understanding of data protection regulations is a bigger contributor to risk aversion than the regulations themselves.

To address this the Authority should provide refresher training to Elected Members and officers, to ensure they know when and what data the Authority can and cannot share, and update data sharing protocols. Despite data protection being the strongest area of activity cited by Elected Members and officers responding to our data tool, on-going challenges remain in respect of sharing information and reporting performance openly.

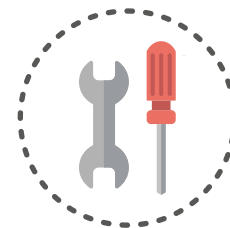
We asked about the awareness of local authorities' use of personal data in a survey of 750 people across Wales...

Only **36%** were satisfied that the information their local authority holds is used effectively to plan and provide services.

Only **12%** had been told what their council does with their personal data.



What we found in City and County of Swansea: Skills & capacity



Ensuring adequate resources and sufficient capacity are on-going challenges for local authorities. However, without upskilling staff to make better use of data, authorities risk missing opportunities to improve efficiency and effectiveness.

Respondent to our data tool highlighted on-going resource challenges, acknowledging that the Authority needs to do more to develop staff skills and abilities to make the best of the data that is collected. The need to constantly invest in skills and capacity is the biggest challenge that data tool respondents referred to. The Authority should map the staff who have a role in analysing and managing data to build and develop capacity in data usage. This will enable the Authority to effectively invest and support the development of staff data analytical, mining and segmentation skills.

What we found in City and County of Swansea: Evidence-based decisions



More than ever, local authorities have a need to analyse data to form robust evidence to inform decisions. The Authority has already taken steps in this direction and cites its approach to making efficiencies and reviewing service data as positive approaches that help support good decision-making.

Data tool respondents have a difference of opinion on whether the Authority uses **data to inform decisions** and whether this is thoroughly embedded within the culture of the Authority. The Authority should review the range and quality of the information needed by decision makers and the format it is presented.

Understanding the data and the level of analysis provided to inform business planning and decision making is an area for improvement. The Authority should set **data quality standards** to ensure the data that is presented to decision makers is **accessible, easily understandable** and supports decision makers to fulfil their responsibilities.

Part 3 - Good practice examples for councils to learn from

Our national study report identifies some good practice in how organisations use data across the UK. Some of these examples are included below. You can see the full list of good practice in our national study report on our website [audit.wales](https://www.audit.wales)

Single 'Gateway' to local authority services

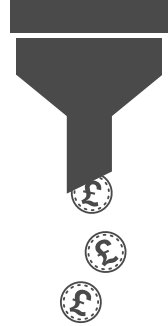
The London Borough of Camden has developed a Residents Index (CRI) uniting information from multiple council data sources to create a single, consistent view of residents across the borough and the council services that they are accessing. In doing this, Camden united previously siloed information into a 360-degree view of residents' service engagement. There have been several positive outcomes from the creation of the CRI, including:

- helping to identify cases of illegal subletting of council housing and in identifying cases of school admissions fraud, thus ensuring that valuable resources go to the residents eligible for them;
- enabling the Electoral Services team to maintain an accurate register of electors in the borough. The CRI could validate 80% of data from the electoral roll (which is higher than the 50% rate of the Department for Work and Pensions, which usually validates the council's electoral data); and
- providing critical information to support the council's Multi Agency Safeguarding hub to identify changes in the composition of households of vulnerable children.

Developing data leadership into organisational transformation

Carmarthenshire County Council's Digital Transformation Strategy 2017-2020 recognises appropriate digital technology is needed for the council to save money and improve services by collaborating with partners seamlessly by sharing and using good quality data. The Council recognises that central to improving access to services and supporting the move towards the generation of more open data is building public confidence in robust information security that protects citizen and business data from misuse and cyber threats

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Capacity building to drive a more collaborative culture

Digital Flintshire 2017 – 2022 outlines how Digital Information and Technology will be used to support the County Council’s Improvement Priorities and strategic plans over the next five years. What makes Digital Flintshire different from other strategies is the focus on improving the local digital infrastructure, and in ensuring customers have the digital skills to access services and information online. This includes working with local training providers, partners and the third sector to identify and deliver effective customer training to ensure take up of digital services and support inclusion.

Safe and secure data sharing

The Conwy and Denbighshire Public Service Board (PSB) has developed a range of information and policies to encourage safe and secure data sharing amongst constituent partners. The PSB has built on the previous work of the Local Services Board and an Information Strategy and Information Sharing Toolkit. Training material focuses on lawful data sharing including the Wales Accord on the Sharing of Personal Information (WASPI) and the development of a range of information sharing protocols and products. As a result, the PSB is more able to demonstrate how it has used good quality data to derive its strategic priorities for Good Mental Well-being for All Ages; Community Empowerment; and Environmental Resilience. A realistic discussion about the PSB’s role was agreed which is to provide leadership and scrutiny within existing structures, rather than manage projects and integrate services delivery.

Using open data to build community capacity and drive economic wellbeing

Data Mill North is a collaborative project originally set up to tackle the challenge of increasing demands and decreasing resources in Leeds. The aim is to enable people and organisations to explore the different complex relationships between the city's services and businesses, by collecting Open Data from multiple sources in a single hub, offering a greater insight into the workings of the city than ever before. The project's three top priorities are to visibly improve health & wellbeing, drive more housing growth & standards and improve travel & transport infrastructure. Data Mill North is now the single repository in the region for all public services to share data, insight and intelligence on a wide range of topics including local public services, detailed business and economic performance and opportunities, adult education, and a high number of datasets and sources of housing information.

The project founders are supporters of the Open Data Institute HQ which was established in November 2013. ODI Leeds works to bring social, environmental, and economic value in Leeds by improving data literacy and skills development. To date the project has hosted 668 events, raised an additional £883k in funding and helped 228 people find better paid jobs. All data sources in the Yorkshire are currently being mapped – including the private, public and voluntary sector.

Data driven decision making to mobilise resources

London Fire Brigade (LFB) operates from more than 100 fire stations across London, and is the busiest fire and rescue service in the UK. LFB developed a Dynamic Cover Tool (DCT) with a private sector provider to assist decision-making in emergency service control rooms. The DCT helps to improve incident and risk coverage and ensures resources are used as efficiently as possible. Dynamic cover is the process of relocating available resources to maintain appropriate standards of risk and response cover across an area. DCT software provides a real-time visual aid to support the emergency control officer in moving emergency response vehicles.

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Agenda Item 9



Report of the Convener

Service Improvement and Finance Scrutiny Performance Panel

Annual Review of Work 2018-19

Purpose:	As the municipal year comes to an end it is good practice to reflect on the Panel's work, experience, and effectiveness.
Content:	A summary of the year's activities and achievements is provided.
Councillors are being asked to:	<ul style="list-style-type: none">• Reflect on the year's work; and• Share ideas to improve the effectiveness of Service Improvement and Finance scrutiny
Lead Councillor:	Councillor Chris Holley Chair / Convener of the Service Improvement and Finance Performance Panel.
Lead Officer & Report Author:	Bethan Hopkins - Scrutiny Officer Tel: 01792 636292 E-mail: Bethan.hopkins@swansea.gov.uk

1. Background

- 1.1 As this is the final meeting of this municipal year, and council term, the Panel is invited to reflect on the year's scrutiny work, experience and effectiveness. Any ideas that will improve the effectiveness of the scrutiny of Service Improvement and Finance are welcome.
- 1.2 To help panel members a summary of the year's work is attached.
- 1.3 Some of the questions the Panel may want to consider:
 - What went well?
 - What did not go so well?
 - Has the Panel's work focused on the right things?
 - What have we learnt that will help us with future SIF scrutiny?

2. Overview

2.1 The Service Improvement and Finance Performance Panel monitors the Council's budget and performance measures. It also completes pre-scrutiny on a number of Commissioning Reviews where required.

2.2 The Panel has a core membership of 10 councillors.

3. Remit of the Panel

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

3.2 In practical terms this means:

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

4. Supporting Data

- Number of Panel meetings = 14
- Number of Conveners letters = 12

5. Future Work Programme

5.1 Next year's plan will include all of the same performance and finance items it has received in the previous year and include a number of annual reports. It will also include the Planning Annual Performance Report and at least one more commissioning review

Appended:

- Completed Work Plan 2018-2019
- Panel Update for Scrutiny Programme Committee January 2019

Work Plan 2018/2019

<p>Meeting 1 Tuesday June 5th</p>	<p>1. Election of Convener</p> <p>2. Role of Panel and Terms of Reference</p> <ul style="list-style-type: none"> • Cllr Chris Holley <p>3. Work Plan 2018-2019</p> <ul style="list-style-type: none"> • Cllr Chris Holley
<p>Meeting 2 Commissioning Review Tuesday June 19th 11am – 1pm</p>	<p>Cultural Programme – Final Bidder Options</p> <ul style="list-style-type: none"> • Martin Nicholls – Director Place • Tracey McNulty – Head of Cultural Services • Robert Francis-Davies – Cabinet Member Culture, Tourism and Major Projects
<p>Meeting 3 Tuesday July 10th Committee Room 3 Civic Centre</p>	<p>1. Welsh Language Standards Annual Report 2017/18</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>2. Charges Item</p> <ul style="list-style-type: none"> • Chris Williams – Head of Commercial Services • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
<p>Meeting 4 Tuesday August 14th</p>	<p>1. End of Year 2017/18 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager
<p>Meeting 5 Tuesday September 11th</p>	<p>1. Recycling and Landfill - Annual Performance Monitoring</p> <ul style="list-style-type: none"> • Chris Howell – Head of Waste Management and Parks • Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management

<p>Meeting 6 Thursday September 27th Committee Room 2 Civic Centre</p>	<p>1. Equality Review Report 2017/18</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Mary Sherwood – Cabinet Member for Better Communities <p>2. Q1 2018/19 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager
<p>Meeting 7 Monday October 29th</p>	<p>1. Q1 Revenue and Capital Budget Monitoring 2018/19</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Revenue Outturn and Savings Tracker 2017/18</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Revenue Outturn 2017/18 (HRA)</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>4. Capital Outturn and Financing 2017/18</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 8 Tuesday November 13th</p>	<p>1. Annual Review of Performance 2017/18</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>2. Reserve Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Mid-Year Budget Statement 2018/19</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 9 Tuesday December 11th</p>	<p>1. Budget Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre

	<p>2. Q2 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Annual Review of Well-being Objectives and Corporate Plan 2018/22</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Rob Stewart – Cabinet Member for Economy and Strategy <p>3. Planning Annual Performance Report</p> <ul style="list-style-type: none"> • Ryan Thomas - Development Conservation and Design Manager • Cllr David Hopkins – Cabinet Member for Delivery
<p>Meeting 10 Tuesday January 15th</p>	<p>1. Q2 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager <p>2. Budget Proposals</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 11 Tuesday February 12th Council Chamber Guildhall BUDGET MEETING</p>	<p>1. Q3 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Annual Budget</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre • Cllr Rob Stewart – Cabinet Member for Economy and Strategy
<p>Meeting 12 Wednesday March 6th</p>	<p>1. Review of Community Groups – Friends of Parks/Community Centres</p> <ul style="list-style-type: none"> • Tracey McNulty – Head of Cultural Services • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place <p>2. Corporate Complaints Annual Report 2017/18</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance

<p>Meeting 13 Wednesday 20th March</p>	<p>1. Wales Audit Office Report – Housing Quality Standards</p> <ul style="list-style-type: none"> • Councillor Andrea Lewis • Mark Wade – Head of Housing and Public Protection • Lynda Grove – Service Improvement Manager <p>2. Welsh Public Library Standards Annual Report 2017/18</p> <ul style="list-style-type: none"> • Karen Gibbins - Principal Librarian for Information & Learning • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place
<p>Meeting 14 Monday May 13th</p>	<p>1. Q3 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager <p>2. Commissioning Review Overview</p> <ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance • Sarah Caulkin – Chief Transformation Officer • Ben Smith - Head of Financial Services and Service Centre <p>3. WAO Report – Local Government use of Data</p> <ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance • Sarah Caulkin – Chief Transformation Officer

Service Improvement & Finance Scrutiny Performance Panel Update

Remit of the Panel

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

1. Introduction

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

2. Key Activities

The Panel held 6 meetings between August 2018 and January 2019. These meetings included the End of Year Performance Monitoring Report 2017/18 and two new items – the Equality Review Report 2017/18 and the Planning Annual Performance Report 2017/18. There were various presentations from a range of officers about performance, improvement and budget monitoring. This has resulted in 5 convener's letters being sent to Cabinet Members. The issues covered were as follows:

3. Achievements / Impact

Over the last year the Panel have looked more closely at budgets and the link with performance given the substantial austerity faced by the Council. The Panel are asking detailed questions in their letters about specific projects and in particular underspends on projects and the impact of this.

Budget and performance monitoring

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

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

Budget: The Panel understand that difficult decisions need to be made in respect to the budget again this year but the Panel will be looking intently at the changes and impact of these decisions including the formal budget meetings in February.

Welsh Audit Office Reports: The Panel are closely monitoring all areas but have identified 6 current and upcoming reports which will be accommodated into the work plan for scrutiny over the next year. The first one will be the Welsh Housing Quality Standards due in March 2019.

Sickness: The Panel were concerned to read about high levels of staff sickness. The Panel received a breakdown from the departments but this item will be checked going forward.

Capital Spend: The Panel are monitoring the Capital Spend closely and the impact of this on performance. They are also looking at any slippage in the Capital Spend and will be asking questions relating to this.

4. New Items

The Panel also have some new items coming to the Panel for monitoring in the remainder of this year, including but not limited to;

- Commissioning Review Overview
- Review of Community Groups and Community Centres
- Wales Audit Office Reports

Agenda Item 10

Service Improvement and Finance Work Plan 2019-20

<p>Meeting 1</p> <p>24th June 2019</p>	<ol style="list-style-type: none"> 1. Re-election of Convener <ul style="list-style-type: none"> • Bethan Hopkins – Scrutiny Officer 2. Terms of Reference <ul style="list-style-type: none"> • Panel Convener 3. WAO Report – Local Government Data Use <ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation & Performance • Sarah Caulkin – Chief Transformation Officer 4. End of Year Review <ul style="list-style-type: none"> • Panel Convener 5. Work Plan 2019/20
<p>Meeting 2</p> <p>22nd July 2019</p>	<ol style="list-style-type: none"> 1. Welsh Language Standards Annual Report 2018/19 <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr David Hopkins – Cabinet Member for Delivery
<p>Meeting 3</p> <p>19th August 2019</p>	<ol style="list-style-type: none"> 1. End of Year 2018/19 Performance Monitoring Report <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Revenue Outturn and Savings Tracker 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Revenue Outturn 2018/19 (HRA) <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 4. Capital Outturn and Financing 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 4</p> <p>16th September 2019</p>	<ol style="list-style-type: none"> 1. Archives <ul style="list-style-type: none"> • Tracey McNulty – Head of Cultural Services

	<ul style="list-style-type: none"> • Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration and Tourism <p>2. Q1 Revenue and Capital Budget Monitoring 2019/20</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Charges Item</p> <ul style="list-style-type: none"> • Chris Williams – Head of Commercial Services • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
<p>Meeting 5</p> <p>21st October 2019</p>	<p>1. Recycling and Landfill - Annual Performance Monitoring 2018/19</p> <ul style="list-style-type: none"> • Chris Howell – Head of Waste Management and Parks • Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management <p>2. Q1 Performance Monitoring Report 2019/20</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>3. Equality Review Report 2018/19</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Alyson Pugh – Cabinet Member for Better Communities (People)
<p>Meeting 6</p> <p>11th November 2019</p>	<p>1. Reserve Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Mid-Year Budget Statement 2019/20</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Annual Performance Monitoring Report 2018/19</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager

	<ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 7 9 th December 2019	1. Budget Update (Ahead of Proposals) <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 2. Q2 Budget Monitoring 2019/20 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Planning Annual Performance Report 2018/19 <ul style="list-style-type: none"> • Ryan Thomas - Development Conservation and Design Manager • Cllr David Hopkins – Cabinet Member for Delivery
Meeting 8 20 th January 2020	1. Q2 Performance Monitoring Report 2019/20 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Budget Proposals <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
Meeting 9 10 th February 2020	1. Q3 Budget Monitoring 2019/20 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
Budget Meeting	1. Annual Budget 2020/21 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre • Cllr Rob Stewart – Cabinet Member for Economy and Strategy
Meeting 10 2 nd March 2020	1. Corporate Complaints Annual Report 2018/19 <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 11 30 th March 2020	1. Welsh Public Library Standards Annual Report 2018/19

	<ul style="list-style-type: none"> • Karen Gibbins - Principal Librarian for Information & Learning • Cllr Andrew Stevens – Cabinet Member for Better Communities (Place) <p>2. Q3 Performance Monitoring Report 2019/20</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
<p>Meeting 12</p> <p>11th May 2020</p>	<p>1. Annual Review of Well-being Objectives and Corporate Plan 2018/22</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Rob Stewart – Cabinet Member for Economy and Strategy

- WAO Reports
- Co-production Item (Briefing from Access To Services re: Consultation)
- Pre-Decision Items
- Data Unit Wales – Local Government Performance Bulletin