



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Programme Committee

At: Council Chamber - Guildhall, Swansea

On: Monday, 13 January 2020

Time: 4.30 pm

Chair: Councillor Mary Jones

Membership:

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

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

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

Webcasting: This meeting may be filmed for live or subsequent broadcast via the Council's Internet Site. By entering the Council Chamber you are consenting to be filmed and the possible use of those images and sound recordings for webcasting and / or training purposes.

Agenda

Page No.

- 1 **Apologies for Absence.**
- 2 **Disclosures of Personal & Prejudicial Interest.**
www.swansea.gov.uk/disclosuresofinterests
- 3 **Prohibition of Whipped Votes and Declaration of Party Whips.**
- 4 **Minutes.** 1 - 7
To approve and sign the Minutes of the previous meeting(s) as a correct record.
- 5 **Public Question Time.**
Questions must relate to matters on the open part of the Agenda of the meeting and will be dealt with in a 10 minute period.
- 6 **Cabinet Member Question Session: Leader and Cabinet Member for Economy & Strategy (Councillor Rob Stewart).** 8 - 31

7	Scrutiny Performance Panel Progress Reports.	32 - 42
a)	Service Improvement & Finance (Councillor Chris Holley, Convener).	
b)	Development & Regeneration (Councillor Jeff Jones, Convener).	
8	Membership of Scrutiny Panels and Working Groups.	43 - 44
9	Scrutiny Work Programme 2019/20.	45 - 111
	Discussion on:	
a)	Committee Work Plan.	
b)	Opportunities for Pre-Decision Scrutiny.	
c)	Progress with Scrutiny Panels and Working Groups.	
10	Scrutiny Letters.	112 - 136
11	Audit Committee Work Plan (For Information).	137 - 145
12	Date and Time of Upcoming Panel / Working Group Meetings.	146

Next Meeting: Monday, 10 February 2020 at 4.30 pm

Huw Evans

Huw Evans
Head of Democratic Services
Monday, 6 January 2020

Contact: Democratic Services - Tel (01792) 636923

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Council Chamber - Guildhall, Swansea

Monday, 11 November 2019 at 4.30 pm

Present: Councillor M H Jones (Chair) Presided

Councillor(s)

C Anderson
L S Gibbard
E T Kirchner

Councillor(s)

M Durke
D W Helliwell
W G Lewis

Councillor(s)

E W Fitzgerald
P K Jones
W G Thomas

Councillor Co-opted Member(s)

C A Holley

P R Hood-Williams

J W Jones

Also Present

Councillor Sam Pritchard Joint Cabinet Member for Children Services
Councillor Elliott King Joint Cabinet Member for Children Services

Officer(s)

Kate Jones Democratic Services Officer
Brij Madahar Scrutiny Team Leader
Debbie Smith Deputy Chief Legal Officer
Julie Thomas Head of Child & Family Services
Jane Whitmore Strategic Lead Commissioner

Apologies for Absence

Councillor(s): G J Tanner

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

Councillor Co-opted Members: P M Black and L R Jones

66 Disclosures of Personal & Prejudicial Interest.

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

67 Prohibition of Whipped Votes and Declaration of Party Whips.

In accordance with the Local Government (Wales) Measure 2011, no declarations of Whipped Votes or Party Whips were declared.

68 Minutes.

Resolved that the Minutes of the Scrutiny Programme Committee held on 14 October 2019 be approved and signed as a correct record.

69 Public Question Time.

There were no public questions.

70 Cabinet Member Question Session: Cabinet Members for Children Services (Councillors Elliott King & Sam Pritchard).

The Cabinet Members for Children Services presented a report on the key headlines for the Children Services Portfolio.

Questions and Discussions with the Cabinet Members, the Head of Child and Family Services and the Strategic Lead Commissioner focused on the following: -

Flying Start

- Measuring performance, success, outcomes and comparison with others
- Upcoming Commissioning Reviews - possible consideration of Flying Start activities and ability to stretch aspects of the Programme across other areas of Swansea e.g. around parenting support
- Collaboration work across the Council – links with education and transition to foundation phase, and with the provision of new houses in Penderry and their inclusion in Flying Start
- Offer available to children that may fall outside of Flying Start postcodes

The United Nations Convention on the Rights of the Child (UNCRC)

- Promotion and development of respecting rights and eco-Committees / eco awareness in schools
- Links with global rights, pupil voice and the Council organised 'Big Conversations'
- Effects on pupil behaviour – both positive and negative

Child Poverty

- Effect of Universal Credit - promoting and providing advice
- Use of Communities First Legacy Funding to support families and advice
- Family Inclusion Officers – providing advice on financial inclusion
- Spending Choices
- National Minimum Wage – appropriate rate

Safeguarding

- Recent press on issues at private sector care homes
- Care Inspectorate Wales – inspections and guidance
- Placement of Children – consideration of inspection report, regular reviews and offer of independent advocate
- Funding of inter county placements and education
- Care homes in-house education provision

Not in Education, Employment or Training (NEET)

- Recent increase in young people who are NEET
- Tracking of young people who are NEET and correlation with Flying Start
- Upcoming Commissioning Reviews that would include focus on NEETS

- Ongoing work on opportunities available to care leavers
- Difficulties in relation to performance information and comparison with others

Play Opportunities

- Play Team's offer
- Play Sufficiency Assessment and availability of latest report
- Areas where there was no playground / play offer
- Provision of play therapy in Swansea

Child and Adolescent Mental Health Services (CAHMS)

- Monitoring of service improvement
- Ongoing issues of accessing the service – working towards a single front door model

Youth Justice Service

- Progress of the Youth Justice Service since being brought back in-house
- Transformation of Youth Justice Board
- Opportunities for integration with other services
- Reoffending rate / offer available for reoffenders

Portfolio Responsibilities

- Clarity on scope and meaning of portfolio topic 'Opportunities for Young People'

Resolved that the Chair of the Scrutiny Programme Committee write to the Cabinet Members, reflecting the discussion and sharing the views of the Committee.

71 Scrutiny Performance Panel Progress Report: Child & Family Services. (Councillor Paxton Hood-Williams, Convener)

Councillor Paxton Hood-Williams, Convener of the Child & Family Services Performance Panel, provided an update on the work of the panel to date.

Further to the written report provided, he highlighted the ongoing work with monitoring of CAHMS as well as concern regarding Parent Carer Assessments in both Adult and Child Social Services. He added that the Panel had spoken directly with parent carers about their experiences. The Convener provided clarity on Signs of Safety Metrics and the Bright Spots Survey, which had been discussed in previous Panel meetings.

Resolved that the update be noted.

72 Membership of Scrutiny Panels and Working Groups.

The Chair presented a report on 'Membership of Scrutiny Panel and Working Groups. Further to the written report provided the Scrutiny Team Leader informed the Committee that Katrina Guntrip had stepped down from her role as co-optee on the Adult Services Performance Panel.

Resolved that Councillor Wendy Fitzgerald be removed from the Procurement Inquiry Panel

73 Scrutiny Dispatches - Quarterly Impact Report.

The Chair presented a report on 'Scrutiny Dispatches – Quarterly Impact Report'.

Resolved that the content of the draft Scrutiny Dispatches be approved and presented to Council.

74 Scrutiny Work Programme 2019/20.

The Chair presented the Scrutiny Work Programme for 2019/20.

She highlighted that the Scrutiny Programme Committee scheduled for the 9 December 2019 had been cancelled and the Question and Answer Session with the Cabinet Member for Care, Health & Ageing Well would be rescheduled.

The Committee discussed the possibility of holding a pre-decision scrutiny on the upcoming cabinet report on Foreshore Sites, listed in the Cabinet Forward Plan.

Resolved that: -

- 1) the report be noted;
- 2) the Chair of the Scrutiny Programme Committee would consider options in relation to scrutiny on the cabinet report on foreshore sites.

75 Scrutiny Letters.

The Chair presented a report on "Scrutiny Letters" for information.

The Scrutiny Letters report was **noted**.

76 Audit Committee Work Plan (For Information).

The Audit Committee Work Plan was **noted**.

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

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

The meeting ended at 5.45 pm

Chair



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Council Chamber - Guildhall, Swansea

Monday, 18 November 2019 at 1.00 pm

Present: Councillor M H Jones (Chair) Presided

Councillor(s)
E W Fitzgerald
T J Hennegan

Councillor(s)
L S Gibbard
P K Jones

Councillor(s)
D W Helliwell

Statutory Co-opted Member(s)

D Anderson-Thomas A Roberts

Councillor Co-opted Member(s)

P M Black C A Holley P R Hood-Williams

Also Present

Councillor Andrea Lewis Cabinet Member for Homes, Energy & Service Transformation / Joint Interim Deputy Leader

Officer(s)

Lynda Grove Strategic Housing Customer and Service Development Manager
Jane Harries Landlord and Community Housing Services Manager
Kate Jones Democratic Services Officer
Brij Madahar Scrutiny Team Leader
Debbie Smith Deputy Chief Legal Officer
Mark Wade Head of Housing & Public Health

Apologies for Absence

Councillor(s): C Anderson, M Durke, E T Kirchner, W G Lewis, G J Tanner and W G Thomas

Councillor Co-opted Members: L R Jones and J W Jones

78 Disclosures of Personal & Prejudicial Interest.

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

Councillor T J Hennegan – Minute No 81 – Council Tenant – Personal

79 Prohibition of Whipped Votes and Declaration of Party Whips.

In accordance with the Local Government (Wales) Measure 2011, no declarations of Whipped Votes or Party Whips were declared.

80 Public Question Time.

There were no public questions.

81 Pre-decision Scrutiny: Housing Commissioning Review Findings.

The Cabinet Member for Homes, Energy & Service Transformation / Joint Interim Deputy Leader, the Head of Housing and Public Health, the Landlord and Community Housing Services Manager and the Strategic Housing Customer and Service Development Manager were present for the Committee's consideration of the Housing Commissioning Review Findings.

The Head of Housing and Public Health provided a verbal address further to the written report provided which highlighted the following: -

- Review findings
- Main aims of the review
- Need to modernise the Service and adapt to the changing ways that customers are accessing the Service
- Improving the application process and reducing waiting lists
- Future model of District Housing Offices
- Good customer satisfaction levels which could be built on
- Purpose of the Service
- Homelessness Prevention Service
- Key priorities
- Tenancy sustainment and ensuring tenants are tenancy ready
- Decarbonisation
- Increasing supply of affordable housing
- Improvement of Information Technology
- Income generation
- Greater presence on Council estates
- Increase of resources for the rents team
- Anti-Social Behaviour and development of noise app
- Empty properties and voids
- Housing management costs
- Tenancy consultation and stakeholder engagement- key aspects going forward

Questions and discussions focussed on: -

- Sheltered housing – provision of wardens
- Reduction of District Housing Offices – impact and alternative provisions through technology, local housing sessions and neighbourhood officers
- Concern on potential resource implications if more Officers are visiting individual homes with the reduction of District Housing Offices

- Allocation / break down of money received from rent
- Charges for furniture packs – recovering costs for missed deliveries
- Structure of rents team / allocation of additional funding
- Advice and training on benefits system
- Breakdown of complaints into topics to identify recurring themes
- Issues of anti-social behaviour and effect on surrounding area / tenants
- Proposed changes to the Tend and Mend Service
- Timescale for changes particularly on IT upgrades and the noise app

The Chair thanked the Cabinet Member for Homes, Energy & Service Transformation / Joint Interim Deputy Leader Cabinet Member and Officers and noted that a number of suggestions from the earlier meeting of the Committee on 1 August, when it considered progress with the Commissioning Review and emerging findings, had been taken on board.

The Committee welcomed the direction of travel proposed for the Housing Service, but raised a number of points which should be taken into account by Cabinet, around the visibility of an implementation plan to take forward proposals, the introduction of new technology, and connection between service user feedback and improvements proposed.

The Committee noted the Cabinet Member's intention to undertake formal consultation with tenants in January 2020 regarding the proposed change to the future model of the District Housing Office service, and to report findings of consultation to Cabinet in April 2020. It was clarified by the Cabinet Member that the District Housing Offices identified, would only close once new ways of working described in the report were in place.

Resolved that the Chair of the Scrutiny Programme Committee writes to the Cabinet Member outlining the views of the Committee, with feedback to be presented to Cabinet on 21 November ahead of decision on the cabinet report.

The meeting ended at 1.55 pm

Chair

Agenda Item 6



Report of the Chair

Scrutiny Programme Committee – 13 January 2020

Cabinet Member Question Session

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

1. Introduction

1.1 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.

1.2 There are 10 Cabinet portfolios:

	Cabinet Portfolio	Cabinet Member
1	Economy & Strategy (Leader of the Council)	Cllr Rob Stewart
2	Delivery & Performance (Joint-Interim Deputy Leader)	Cllr David Hopkins

3	Homes, Energy & Service Transformation (Joint-Interim Deputy Leader)	Cllr Andrea Lewis
4	Better Communities	Cllr Alyson Pugh (People – Lead) Cllr Andrew Stevens (Place – Lead)
5	Care, Health & Ageing Well	Cllr Mark Child
6	Children Services	Cllr Elliott King (Early Years - Lead) Cllr Sam Pritchard (Young People – Lead)
7	Education Improvement, Learning & Skills	Cllr Jennifer Raynor
8	Environment & Infrastructure Management	Cllr Mark Thomas
9	Investment, Regeneration & Tourism	Cllr Robert Francis-Davies
10	Resilience & Strategic Collaboration	Cllr Clive Lloyd

NOTE:

- All Cabinet Members have responsibility for Lead Elements of Sustainable Swansea & Poverty Reduction
- Better Communities and Children Services Portfolios operate under a job share system with two named Councillors sharing the workload, split into 2 specialist knowledge areas, however, formally they remain as one cabinet portfolio. Each individual holds office for a rolling 3 month period and during that time assume responsibility for the overall portfolio. However, the workload in gathering information and learning will be shared.

1.3 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.

1.4 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 Rob Stewart, Leader of the Council and Cabinet Member for Economy & Strategy

2.2 The Cabinet portfolio responsibilities are set out below:

- 5G Project (City Deal)
- Brexit & New Economic Relationships
- Capital Programme
- City Deal Delivery
- City Centre Redevelopment
- City Region Joint Committee Chair
- Communications
- Community Leadership
- Constitutional Changes
- Finance Strategy & Budget & Saving Delivery
- Information & Business Change (inc. ICT)
- Local & Regional Investment Strategy
- Planning Policy (Regional)
- Public Services Board (PSB)
- Regeneration Strategy & Major Projects
- Regional Working Lead (All Bodies)
- Strategic Partnerships

2.3 As Leader of the Council, Cllr. Stewart is responsible for:

- providing political leadership to the Council
- working with officers to lead the organisation
- appointing the Cabinet
- managing and leading the work of the Cabinet and chairing meetings
- delegation of executive functions that allow the Cabinet and Officers to make decisions and manage day-to-day delivery of Council Services, in line with the Council's overall policies and budget

3. Approach to Questions

3.1 At each Cabinet Member Question Session the Committee will generally ask Cabinet Members about:

- relevant priorities / objectives (e.g. policy commitments), 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.; any regional / collaborative working relevant to their portfolio responsibilities.
 - 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.
 - Poverty Reduction – their contribution to the commitment to tackle poverty.
 - Sustainable Swansea – their contribution to the transformation programme.
- 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 Amongst key themes / questions from the Committee is the intention to ask about:
- The Council Budget.
 - Swansea Central / City Deal.
 - The roll out of 5G wireless network in Swansea (public health concerns).
 - Public Services Board.
- 3.5 With reference to agreed Scrutiny Improvement Objectives the Committee should ensure the Q & A Session also enables it to:
- Follow up, where necessary, on progress with relevant Scrutiny Working Group recommendations to assess impact / outcomes
 - Raise any outstanding actions in respect of any other scrutiny activities / recommendations.
 - Ask about future key decisions so the Committee can identify any issues which they may want to discuss at an earlier stage than cabinet reporting.
 - Encourage Cabinet Members to consider reporting to scrutiny / consulting on significant issues and planned decisions at an early stage to enable views of scrutiny to be taken.
- 3.6 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.

- 3.7 If the Committee wishes to conduct more detailed scrutiny of any of the issues raised during the Q & A session 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 Scrutiny

- 4.1 The correspondence following last year's Q & A session on Economy & Strategy (January 2019) is **attached**, and Committee Members may wish to follow up on previous discussion.
- 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.

The following Panels are in regular correspondence with the Leader / Cabinet Member and over the past year he was written to about the following specific issues:

- Service Improvement & Finance Scrutiny Performance Panel:
 - Budget Monitoring (Jan & Aug 2019)
 - Annual Review of Well-being Objectives and Corporate Plan 2018/22 (Jan 2019)
 - Performance Monitoring (Jan 2019)
 - Draft Budget Proposals (Jan 2019)
 - Annual Budget (Feb 2019)
- Development & Regeneration Scrutiny Performance Panel:
 - Project Monitoring (Feb, Apr, Aug & Nov 2019)
 - Student Accommodation (Feb 2019)
 - Swansea Central Phase 1 Arena (Apr 2019)
 - City Deal Business Cases (Apr 2019)
 - Pre-decision Scrutiny: Swansea Central Phase 1 - Final Delivery Report (Nov 2019)
- Public Services Board (PSB) Scrutiny Performance Panel:
 - Live Well, Age Well PSB Objective (Mar 2019)
 - PSB Pooled Budget (Mar 2019)
 - Early Years PSB Objective (Apr 2019)
 - PSB Governance (Apr & Jul 2019)
 - PSB Annual Report (Apr 2019)

Other:

Brexit Working Group

The Working Group wrote to the Leader following a meeting in September. It was satisfied that the Council was as prepared as it can be, and working closely with the Welsh Government and Welsh Local Government Association. Members, however, shared some concerns and issues for the Council to consider: e.g. the need to ensure clear messages to the public to address any misunderstanding about impacts, and avoid any anxiety such as panic buying (food, fuel, medicines etc); uncertainty around funding support for Councils to prepare for Brexit; and potential opportunities that Brexit may present e.g. for the port of Swansea. A follow up meeting of the Working Group will be held post Brexit, when the impact(s) is likely to be clearer.

Regional Working Inquiry Follow Up:

The Inquiry Panel concluded monitoring of the inquiry panel recommendations in October 2019. The letter to the Cabinet Member is included in the agenda papers under Item 10 (Scrutiny Letters). Since the inquiry concluded in 2018, there has been some movement in relation to regional working in Wales. The Panel were pleased that the inquiry had helped to raise the profile of regional working and has informed and began to provide clarity on the Council's approach to regional collaboration.

Swansea Bay City Region Joint Scrutiny Committee:

The Leader has been held to account over the past year as current Chair of the Swansea Bay City Region Joint Committee. He attended meetings in January (Governance Arrangements; Business Plans), April (Update on Various City Deal Reviews), September (Action Plan Progress following City Deal Reviews) and October (Tidal Lagoon, Local Swansea Projects – Digital Village / Digital Square).

5. Future Scrutiny

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

Scrutiny Performance Panels – the Cabinet Member will continue to be involved as Panels monitor and challenge relevant service delivery, polices and performance.

- 5.2 More specifically, the Committee should note that the Cabinet Member will be engaged in the following:

- Service Improvement & Finance Scrutiny Performance Panel:
 - Budget Proposals (20 Jan 2020)
 - Pre-Decision Scrutiny – Annual Budget (26 Feb 2020)

- Development and Regeneration Scrutiny Performance Panel:
 - Digital Village – Designs and Plans (27 Jan 2020)
- Public Services Board Scrutiny Performance Panel:
 - Live Well, Age Well Objective – Action Plan Progress (Jan 2020)
- Swansea Bay City Region Joint Scrutiny Committee – meetings in January, March and May 2020.

6. Other Questions

6.1 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.

6.2 On this occasion, no questions have been submitted.

7. Next Session

7.1 The next scheduled Cabinet Member Question Session, on 10 February, is with the Cabinet Member for Care, Health & Ageing Well, Councillor Mark Child AND the Cabinet Member for Environment & Infrastructure Management, Councillor Mark Thomas. The Committee should identify specific questions / key themes, which it wishes to cover in these sessions. This can be discussed under Item 9 – Scrutiny Work Programme.

7.2 As usual, all scrutiny councillors and members of the public will be able to suggest questions.

8. Legal Implications

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

9. Financial Implications

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

Background Papers: None

Appendices:

Appendix 1: Key Headlines: Economy & Strategy (Leader) Portfolio

Appendix 2: Previous Correspondence



Report of the Cabinet Member for Economy and Strategy

Scrutiny Programme Committee – 13th January 2019

Key Headlines: Economy and Strategy (Leader)

Purpose: This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Economy and Strategy (Leader's) 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 (Wales) is being used to achieve positive outcomes

Report Author: Jo Portwood

Finance Officer: Paul Roach

Legal Officer: Debbie Smith

For Information

1.0 The Portfolio for Economy and Strategy (Leader)

1.1 Key responsibilities within the portfolio include;

- 5G Project (City Deal)
- City Centre Redevelopment
- City Deal Implementation
- City Region Joint Committee (Chair)
- Community Leadership
- Constitutional Changes
- Corporate Communications
- Corporate ICT Strategy
- Economic Twinning (Brexit)
- Factory of the Future (City Deal)
- Finance & Budget Strategy & Budget Oversight

- Lead Elements of Sustainable Swansea
- Local & Regional Investment Strategy (Regional Bank)
- Planning Policy (Regional)
- Poverty Reduction
- Public Service Board (PSB)
- Regeneration Strategy & Major Projects
- Regional Working / Collaboration
- Strategic Partnerships

1.2 Owing to the breadth and scope of the Economy and Strategy portfolio, it is not the intention of this report to provide an update on *all* of the responsibilities within the Economy and Strategy portfolio. Instead, the report is designed to focus on those responsibilities which members of the Scrutiny Programme Committee have indicated that they would like to scrutinise in more detail at the next meeting of the Scrutiny Programme Committee. Members of the Scrutiny Programme Committee have indicated that they would like an update on the current position and latest developments on the Swansea Bay City Deal, the Council's Budget proposals, the implications of Brexit, the Public Services Board, Regional Working and the roll out of 5G.

2.0 Swansea Bay City Deal

2.1 The Swansea Bay City Deal represents a £1.3 billion investment in the regional economy. It is anticipated that the Swansea Bay City Deal will create over 10,000 high quality jobs in the region over the next 15 years. The Deal consists of 11 innovative projects which aim to create and commercialise new technologies and ideas through; the application of Digital Technologies, Life Science and Well Being, Energy and Advanced Manufacturing.

2.2 The Swansea Bay City Deal is overseen by the Joint Committee. A Joint Committee Agreement to govern the City Deal has been established and agreed by the four regional Councils. Alongside the Joint Committee, an Economic Strategy Board has also been established to provide strategic advice to the Joint Committee and ensure that the Business Community is fully engaged with the City Deal.

2.3 Although each of the four regional Councils each leads on at least one of the 11 projects which form part of the Swansea Bay City Deal, a Regional Programme Office (based in Carmarthenshire) is currently responsible for the co-ordination of the programme and supporting the work of the Joint Committee. A programme manager is currently in the process of being appointed to manage the Swansea Bay City Deal programme. Work is ongoing between the Project Leads and the UK and Welsh Governments to agree and approve business cases for each project and ensure robust governance arrangements are in place. Two of the business cases, Swansea Digital Waterfront District and Yr Egin have now been approved. The City Deal Terms & Conditions have been

agreed and initial funding of £18m will be released via the Regional Office.

2.4 Swansea City and the Waterfront Digital District

Swansea is the lead Local Authority for the SBCD's Swansea City and the Waterfront Digital District project which includes the development of a Box Village & Innovation Precinct (at the University of Wales Trinity Saint David Swansea Waterfront Development), a Digital Village and the development of a Digital Square & Arena in Swansea City Centre.

2.5 The Box Village and Innovation Precinct

The project will be delivered by the University of Wales Trinity Saint David, as part of its new 23 acre campus situated in the SA1 Swansea Waterfront. The Box Village will operate as an incubator hub offering workspaces with shared services that will provide a nurturing environment for start-ups, with access to university expertise, mentors and investors. Once a business has exceeded the space requirements provided by the Box Village it is envisaged that it will then be accommodated in the Innovation Precinct, which will be a fully integrated shared working space. In terms of delivering the project, the University of Wales Trinity St David have entered into a development agreement with a private sector partner and funding is in place to cover the project design and planning submission. A contractor has been appointed and the design for planning submission (two stage design and construct) is underway.

2.6 The Digital Village

The Digital Village will be located on the Kingsway in Swansea City Centre. It will be delivered by Swansea Council to provide low cost, flexible offices within a high quality commercial environment with high speed broadband. It will accommodate Swansea's growing technology businesses and ICT focused businesses expanding from Swansea University and UWTSD incubation facilities, and will be actively managed to support the businesses located within it. The Digital Village will act as a catalyst for new private sector led development and the refurbishment of further properties on the Kingsway to contribute to developing a new Central Business District in Swansea City Centre. In terms of progress, enabling infrastructure works for the Digital Village commenced in April 2018. The Kingsway's new public realm and road layout is under construction and is on budget. It is anticipated that the works contracted will be completed in Q2 of 2020. The detailed design of the Digital Village is progressing well. Discussions with potential occupiers are underway. It is anticipated that a planning application will be submitted in the Q2 of 2020.

2.7 The Digital Arena and Swansea Central – Phase 1

The Digital Arena will provide a 3,500 capacity high tech facility that would be capable of holding major digital events, including worldwide computer gaming competitions and other digital and data driven events, alongside more traditional live theatre and concert events. The arena will be located within a new cutting edge Digital Square in Swansea City Centre to create a distinctive and unique destination. The Digital Arena will provide the digitally enabled conference and events space required by Swansea's Tech businesses and Universities, and help revitalise the environment and leisure offer of Swansea city centre to attract and retain people and businesses in the City Centre. A hotel will also form part of the development, to meet the requirements of business and entertainment tourism linked to the Arena. It will form part of Swansea Central – Phase 1 development which will also include a south side multi-storey car park with a new coastal parkland with cafe, green wall to Oystermouth Road and a covered architectural bridge linking the site to the core city centre across Oystermouth Road. On the North side of the road is a further multi storey car park incorporating 33 residential units and commercial units and north side public realm developments.

2.8 In terms of progress, Cabinet, on the 21st November 2019, approved the FPR7 report which contained a significant report from the Council's Development managers, Rivington Land recommending that it was reasonable for the council to enter into the building contract. The contract has now been completed and the Swansea Central Phase 1 scheme has started on site. ATG have been commissioned to operate the Arena for a 30-year term. Completion of the scheme will be in Q4 2021. This will be followed by six months commissioning of the arena by ATG with a staged opening. Final bids have been received for the Hotel development component of the scheme, and a Delegated Powers report is being prepared to complete the disposal to the preferred developer and hotel brand. There is now a significant phase of work monitoring the delivery and working with the contractor to ensure the scheme as designed is delivered.

2.9 Other City Centre development projects and Wider Regeneration

In addition to the SBCD's Swansea City and Waterfront Digital District project, work is ongoing in relation to other re-development projects in the City Centre and the surrounding area including; Swansea Central – Phase 2, Castle Square, Mariner Street, Felindre Strategic Employment site, Hafod Morfa Copperworks and Skyline (a leisure development at Kilvey Hill).

2.10 Swansea Central – Phase 2

Detailed feasibility is well underway in relation to Swansea Central Phase 2 for a major public sector hub with new retail and leisure offerings in the city centre. A Cabinet report will be prepared to look at the next stages of delivery in Q1 2020. Discussions are advanced and ongoing with Department of International Trade to promote the opportunity globally via the DfIT Welsh pitch book. It is anticipated that a portfolio of opportunities will be marketed to investors at MIPIM 2020.

2.11 Castle Square

Cabinet has agreed to progress the development of Castle Square with Swansea Council undertaking the role of developer. Funding has been identified to appoint a development manager and professional team to take forward a feasibility study and business plan to recommend the viability to move to the delivery stage. The scheme considers new restaurant units in Castle Square and a re-imagined public space but maintaining the size of the current open space. A Development Manager and professional team have been appointed and a design and financial feasibility will be reported in Q1 of 2020.

2.12 Mariner Street

The scheme has commenced on the Mariner Street site which is opposite the railway station. It will include purpose-built accommodation for 780 students and a number of shops and other businesses on the ground floor. The development will further regenerate High Street and complement the £35m transformation of the neighbouring Oldway Centre which will be home to more than 550 students. It is anticipated that the Mariner Street development will be completed in September 2020.

2.13 Felindre Strategic Employment Site

A major inward investment by a French distribution company, DpD, has now been delivered on site. This investment will provide the catalyst for future occupier demand and investment at Felindre. Site marketing continues to attract developers for the remaining plots.

2.14 Hafod Morfa Copperworks

A new masterplan looking to create a significant leisure destination is being prepared to take advantage of the potential Skyline and Penderyn investments. Work on the restoration and implementation of wider site infrastructure restoring further buildings, access and structures is being developed and it is anticipated that the works on the Powerhouse will commence in Q2 2020.

2.15 Skyline (leisure facility at Kilvey Hill)

Heads of Terms have been signed by the Council and the Skyline board. Survey work has commenced. It is anticipated that the development at Kilvey Hill will create 4 Luge tracks, zip lines, a bar, restaurant, shops and a multi-use purpose area which can be used for weddings and conferences. Discussions are progressing well between Skyline and Welsh Government for a financial support to make the scheme financially viable to Skyline. A Skyline board decision to proceed is expected in Q2 2020.

2.16 The Next Stages of Regeneration.

As the Council has now committed to deliver Swansea Central Phase 1 and are progressing the Digital Village that forms part of the City Deal programme, it is fundamental to ensure that we build on and use the catalytic effect of this investment to facilitate further regeneration of the city, delivering economic growth and creating a better place for people to live, work and visit in accordance with the Council's priorities and objectives, in particular the Swansea Central Area Framework (SCARF) and LDP. It is the Council's intention to minimise further public expenditure on future regeneration projects and therefore officers have been exploring how to attract private investment to ensure ongoing development of Council owned strategic development sites.

2.17 The Council issued a PIN Notice via Sell2Wales on 10th April 2019 asking for potential investors to register their interest. Other organisations have also come forward separately and so far we have 14 significant enquiries. The main requirement from partners was for scale of opportunities and a long term arrangement. A Cabinet report which considered the options was presented on the 21st November 2019 and it was decided to explore the opportunity to appoint a private sector Joint Venture partner to work alongside the Council to deliver regeneration projects that would allow a transfer of risk and access to wider and potentially more effective resources. There would also be backstop dates for development to ensure that delivery objectives are met and provision for income sharing. The benefits of this approach include;

- To transfer as much of the future development and cost risk away from the Council and on to the Private Sector as possible
- To increase the breadth and depth of developers in the city centre
- To bring in expertise and assist with the delivery of projects (ie joint ventures)
- To provide funding
- To raise Swansea's profile, attracting further private sector investment and new occupiers
- To ensure a cohesive approach to regeneration across the city based on the Council's regeneration objectives

3.0 Budget

- 3.1 The Council's Statement of Accounts has been signed off in record beating time and we are in receipt of audit management letters which gives the Council a clean bill of health again this year on the technical matters. However, the report flags up an ongoing message about the significant pressure to Council services if the UK government's austerity programme continues. I have to hope that the messages around the end of austerity prove to be correct and honoured with real extra funding. Welsh Government has started the reversal of the trend with a higher settlement, albeit one off, worth 5.5% for 20-21. Swansea Council has nearly £20 million of savings to make this year, on top of the £70 million made in previous years. This is not unique to Swansea and is repeated across Wales and the UK. Swansea Council has a strong track record of delivering the bulk of savings required and has a clear strategy to maintain a balanced budget over the next three years. We have taken action to contain substantial overspending in Q2 and have increased spending restrictions and other control mechanisms to slow spend and seek re-balance.
- 3.2 The Draft Budget proposals are due to be issued and considered at Cabinet on the 9th January 2020 followed by the start of the Budget consultation on the same date. Following the consultation process, the final draft budget will come to Cabinet and Council during February and March 2020 and will include the Medium Term Financial Plan (MTFP). This is later than usual but a direct consequence of the General Election and the Welsh Government decision to push back their budget and local government funding announcements
- 3.3 The Budget Medium Term Financial Plan (MTFP) is being developed for March 2020. The Council have also undertaken significant lobbying as a Council and via WLGA on budget and local government settlement matters. Swansea Council received an extra £17.7 million (including transfers) as part of its settlement (anticipated and factored into the Council's draft budget).
- 3.4 Work has continued to progress on the City Deal with an initial offer of accelerated funding, especially driven by the progress on two schemes including Swansea Central. Constituent Councils have agreed to the funding conditions and the City Deal Joint Committee is progressing further aspects of the funding offer to unlock future year funding, again with the expectation of unlocking an accelerated future funding profile too. One grant condition was the Council committing its funding for Swansea Central Phase one in full, the largest single investment in the City in a generation and that decision was taken by Cabinet in November 2019 enabling the build phase to start for rapid delivery of the Arena and surrounding sites as a catalyst for future investment.

4.0 Brexit

4.1 Swansea Council has identified Brexit as a Corporate Risk and has recorded it in its Corporate Risk Register. To help mitigate the risk, the Council has established a Brexit Steering Group. Membership of the group consists of officers from across the Council and the Leader of the Council chairs the group. The Leader of the Council also leads for WLGA on Europe. The Audit Committee continue to track this risk going forward.

4.2 We are continuing to work closely with the WLGA and Welsh Government to ensure there is a collective and consistent approach across Welsh local government in responding to Brexit. In addition, All Heads of Service have completed and returned an EU Exit and Assurance Statement to provide assurance on their preparedness for Brexit. At the time of writing prior to the General Election, there continues to be uncertainty around Brexit and many of the risks and opportunities depend on decisions that are yet to be taken. Nevertheless, Swansea Council has taken a number of actions to mitigate the potential risks including:

- **Supply chains** - key suppliers have been identified and engaged and the Council has a reasonable level of confidence in the sustainability of the critical supply chains.
- **Workforce** - Swansea Council has sought to identify employees that are EU nationals, including school staff and commissioned providers in social care. Affected staff have been provided with information about the EU Settlement Scheme and a wider communications exercise to all staff has been undertaken, e.g. via staff newsletter, Chief Executives blog.
- **Social Care** - All externally commissioned social care providers were contacted and asked to provide information on the number of vulnerable individuals receiving care or support who may need to apply for settled status.
- **School food supply** – Food stocks have been built up, along with frozen and tinned foods. A robust system is in place and other suppliers / providers are available but prices may increase and some flexibility regarding menus may be needed.
- **Communication & information** - Swansea Council has hosted the Home Office as part of an open event for EU citizens living in Swansea to learn about what Brexit will mean for them and have a chance to ask questions. The Council has also developed a Brexit webpage on the Swansea Council website [link here](#) signposting to a number of useful websites that have been set up by the Welsh Government and the UK Government to provide useful, official information about Brexit.
- **Community cohesion** - The Council ran a survey on community cohesion under the Community Safety Partnership banner. A Welsh Government funded Community Cohesion Officer has been appointed – part of the role is to identify any community tensions that may arise as a result of Brexit and to coordinate a multi-agency response in developing

community based solutions. The Council continues to work with South Wales Police and partners and to respond proportionately regarding any intelligence-led information that may give rise to community tensions.

5.0 Swansea Public Services Board

- 5.1 Swansea Council is a statutory member of Swansea Public Services Board together with Mid & West Wales Fire & Rescue, Natural Resources Wales and Swansea Bay University Health Board. This year the PSB has reviewed its governance arrangements to ensure effective delivery and oversight; partners have been identified as leads accountable for delivery of each priority area. Strategic leads now have the responsibility to provide a highlight report bi-monthly at the PSB Joint Committee meetings providing a project overview, identified links to any other work streams, achievements/outcomes to date and identifying any barriers or risks. The first PSB Annual Report was published, which highlighted meaningful outcomes that have helped change lives in Swansea.
- 5.2 As part of the Early Years objective (to ensure that children have the best start in life to be the best that they can be) Swansea PSB joined the First 1000 days initiative, which supports families throughout pregnancy and during the first two years of life. Prevention is at the heart of this local well-being objective so we aim to engage all our PSB workforces to make every contact count by promoting key messages and knowledge to families. This has included promoting 'Best Start' key messages by social media and at events, displaying posters and associated materials in settings and by raising awareness at the team meetings of a wide variety of agencies throughout Swansea.
- 5.3 The Live Well, Age Well objective (to make Swansea a great place to live well and age well) reflects Swansea's increasing focus on the life course rather than simply addressing issues facing people over 50. This approach recognises that living well is to age well and is a concern to people of all ages. An example of such work in this area included the Dementia Friendly homes project which aims to support families to stay together at home for as long as possible and to help them fully understand the dementia journey, giving practical advice on how to create a dementia supportive environment in the home.
- 5.4 The Strong Communities Objective (to build strong communities with a sense of pride and belonging) has identified in its first year of work, the need to 'join up' the different strands that build strong communities. This means we must work to ensure that the Well-being of Future Generations (Wales) Act and Social Services and Wellbeing Act (Wales) are considered and referenced together to ensure consistency maximising the impact that one has on the other.

- 5.5 Working with Nature objective, has looked at Green Infrastructure for Swansea City Centre, which will connect and improve areas of green space. This will make the city more resilient to the impacts of climate change and will enhance nature. The PSB sees the City Deal as playing an important role in helping achieve the well-being objectives; it will drive economic growth and contribute to the well-being goals by focusing on building a more prosperous, resilient and equal Swansea. Greening the City Centre will also improve prosperity by encouraging visitors to stay longer and enjoy what the city centre offers.
- 5.6 An established Scrutiny work plan has been developed to ensure delivery on actions and as such we are actively reviewing actions to ensure work is not just business as usual but ones that really make a difference as a result of PSB involvement.

6.0 Regional Working

- 6.1 The Council are continuing to work closely with the WLGA and Welsh Government in relation to Local Government reform and future arrangements for regional collaboration. We have already established effective regional arrangements in terms of managing European Structural Funds, developing a regional economic regeneration strategy, establishing a regional learning and skills partnership and developing a regional transport body via SWITCH. One of the most significant outcomes of effective regional working has been the development and approval of a case with City Region status, the development and approval of a growth deal to support the City Deal and the establishment of a Joint Committee to implement the City Deal.
- 6.2 Good progress has also been made in relation to our work with our partners through regional collaborations for school improvement (ERW) and Health and Social Care (the West Glamorgan Health and Social Care Partnership). An annual report on the progress of regional working focusing on the work of ERW, the West Glamorgan Health and Social Care Partnership) and the Swansea Bay City Deal was presented to Council in May 2019.
- 6.3 Overall, the Council welcomes many of the proposals contained within the Local Government and Elections (Wales) Bill to establish Corporate Joint Committees for Economic Development (including the delivery of the Swansea Bay City Deal), Education, School Improvement, Skills and Lifelong Learning, Strategic Transport Planning and Strategic Land Use planning for housing and economic development. However, we are also advocating a reconfiguration of the ERW footprint to better reflect the socio-economic geographies of the constituent Councils in order to deliver better and more coherent regional strategic planning for housing, economic development, transport and health

7.0 The roll out of 5G

- 7.1 There has been a recent increase in the number of public and Councillor questions raised around 5G. The safety of our citizens is always going to be paramount when Swansea Council roll out new technologies and innovations. Public Health England (“PHE”) has recently updated its advice in respect of 5G and states: “It is possible that there may be a small increase in overall exposure to radio waves when 5G is added to an existing network or in a new area. However, the overall exposure is expected to remain low relative to guidelines and, as such, there should be no consequences for public health.
- 7.2 Even though Swansea Council has no specific fixed date around the implementation of 5G in Swansea, it has the potential to provide a new level of underlying connectivity to transform services within our City and help us become a smarter city, delivering huge cost and time savings. We are in the process of contacting telecoms providers to get an understanding of their plans for 5G in Swansea. Matt Warman MP (Parliamentary Under Secretary of State for Digital and Broadband) has recently written to all local authorities outlining his thoughts on 5G and confirming that he will be working with Ofcom, PHE and the telecommunication network operators to help us understand more about the technology and the science relating to any 5G health concerns.
- 7.3 The telecommunication network providers also have responsibilities on the health and well-being of our citizens and they are committed to follow the International Commission on Non- Ionizing Radiation Protection guidelines (ICNIRP) guidelines. ICNIRP is an independent organisation which is formally recognized by the World Health Organisation. It issues guidelines on human exposure to electromagnetic fields, based upon the consensus view of a large amount of research carried out over many years. Swansea Council will continue to work with the UK and the Welsh governments to investigate the impacts of 5G technology and discuss our findings with all stakeholders.
- 7.4 With regards to planning permission for new masts that are being constructed, this is termed as ‘prior approval’ which is a similar process to obtaining planning permission for a building for example except if the Authority does not determine the application within 56 days it is deemed to have been granted. Replacement masts can normally be erected under permitted development rights without the need for formal approval from the Authority or consultation with neighbours.

8.0 Impact of the Well-being of Future Generations Act (Wales) 2015

8.1 The well-being duty to carry out sustainable development underpins all activity undertaken by the Leader of Swansea Council. The Well-being of Future Generations Act's national well-being goals are the lens through which the Council's policy commitments have been developed and form a key part of the Council's constitution. Further work to deeper integrate the sustainable development principle's ways of working into the Council's governance and processes will be explored in the coming year. The Leader's portfolio is characterised by a focus on collaborative working with partners across sectoral and geographical boundaries. These close relationships facilitate greater understanding of the well-being objectives of others and enables their impacts to be managed effectively in an integrated way that improves Swansea's well-being. A long term approach that considers how Swansea can flex and adapt to an uncertain future is particularly evident in City Deal projects which aim to prepare Swansea by building skills and infrastructure for a successful future. Using future trends to embrace new ways of working from 5G to the internet of things will ensure Swansea's future generations are resilient and able to thrive. This is particularly pertinent while the opportunities and risks associated with Brexit are being understood.

9.0 Financial Implications

9.1 There are no financial implications associated with this report.

10.0 Legal Implications

10.1 There are no legal implications associated with this report.

11.0 Equalities

11.1 There are no equalities implications.



**To/
Councillor Rob Stewart
Leader of the Council / Cabinet
Member for Economy & Strategy**

BY EMAIL

cc Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2018-19/9

08 February 2019

Summary: This is a letter from the Scrutiny Programme Committee to the Leader / Cabinet Member following the meeting of the Committee on 14 January 2019. It is about the Swansea Bay City Deal, Brexit Preparedness, and the Public Services Board.

Dear Councillor Stewart,

Cabinet Member Question Session – 14 January

Thank you for attending the Scrutiny Programme Committee on 14 January 2019 and answering questions on your work as Leader / Cabinet Member for Economy & Strategy.

We appreciate you providing a written paper in support of your appearance. The Q & A session gave us an opportunity to explore priorities and achievement in relation to your wide-ranging 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
SWANSEA COUNCIL / CYNGOR ABERTAWE
GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE
www.swansea.gov.uk / www.abertawe.gov.uk

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

Swansea Bay City Deal

The Committee asked you about developments with the Swansea Bay City Deal Programme. In particular we questioned you about the various reviews that have been announced and their impact on projects.

You informed us that there were three separate reviews being carried out but these were all being dovetailed:

- an internal review being conducted by Pembrokeshire Council concerning the issues around the Llanelli Wellness Village / Delta Lakes project led by Carmarthenshire Council;
- an internal governance review of the Programme commissioned by you as Chair of the Joint Committee; and
- an independent review by UK and Welsh Governments, which you stated was the last stage of assurance prior to approval of City Deal business cases and release of funding.

The Committee noted your confidence that these reviews would not give rise to any concerns or impact negatively on the timetable for project delivery. You told us that reviews should be concluded around mid-February and were positive about the release of initial government funding before the end of this financial year, for the first set of projects, and further instalments within 3-6 months of the new financial year for the second phase of projects.

Swansea City and Waterfront Digital District Project

You reported that the project plans include a 3,500-seat digital indoor arena at the current LC car park site in the city centre that will accommodate music concerts, touring shows, exhibitions, conferences, gaming tournaments and other events. We asked you about the awareness of the arenas planned for Cardiff and Newport and their effect / impact on our plans. You stated that the development of an arena was part of a strategy to re-purpose the city centre for leisure not just retail and that the need for an arena was identified by development partners as a market gap which would improve Swansea as a visitor destination. We heard that market experts had advised this would be the right size arena for the area and you felt it would not be in direct competition with larger arenas in other cities.

We talked in general about the future of the City Centre and various regeneration and development plans to attract businesses and people, including Swansea Central, Castle Square and Wind Street. With increasing on-line retail we understood the need to adapt and focus on a mixed approach with more accommodation and attractions, as well as improved shopping experience, to draw people in. You highlighted in particular the need for offerings that will appeal to families, developing the café culture and creating performance spaces that will add to reasons for visiting the City Centre.

You responded to concern about the increasing development of student accommodation in the city centre and possible impact on the night time economy – fears that it would make it less attractive to other visitors. You were clear that an increase in people (be it students, professionals or families) living in the city centre would drive demand, improve the economy and lead to a more vibrant and revitalised centre. You added that more purpose built student accommodation should also reduce the demand for HMOs.

The Committee also discussed job and skills opportunities resulting from development in the city centre. You stated that the Council would continue to source labour and materials locally as much as possible and also link with education and industry to develop the skills needed in the future. You referred to the Skills and Talent Initiative Project as a key element of the City Deal - part of Phase 2 of the Programme. Working alongside partners from the private sector, higher and further education, schools and the third sector, the Project will map out gaps in current provision and establish the skills and training needed for students, teachers and lecturers both now and in future, and aim to develop bespoke education and training solutions. We asked for some detail around the engagement with schools, and you stated that this had not been developed yet, however added that the Regional Learning & Skills Partnership would be a good vehicle to deliver this.

With regard to Swansea Central – Phase 2 you reported that work is underway in relation to the scope of this phase, and a new retail and leisure offering in the city centre that would be driven by the delivery of the Digital Area and surrounding development. We noted that discussions are ongoing with Department of International Trade about promoting the opportunity globally.

Brexit Preparedness

We asked you about the possible impact of, and Council preparedness for Brexit. We recognised there is still much uncertainty about what will happen but understood that you were working on this issue nationally with the Welsh Local Government Association as well locally as Council Leader. When we met you the prospect of a ‘no-deal’ Brexit loomed large and is still a possibility. We wanted to know whether work has been carried out to understand the implications for Swansea and the region, and to ensure that we are as well prepared as possible for what may lie ahead.

You reported that preparations for Brexit were underway at WLGA and local level. We noted that Brexit has already been identified as a key corporate risk and a Steering Group has been established in order to discuss the impacts and mitigate the risk. We noted that the Brexit Steering Group has completed a self-assessment for the Wales Audit Office which was designed to assess the arrangements that Local Authorities and other Public Sector bodies are putting in place to prepare for Brexit. However, you stressed that with so much uncertainty and decisions yet to made, the effects, and how far reaching

the effects would be, were difficult to predict, many of which would be outside of the Council's control. You told us that any form of Brexit would make the UK and Wales economy poorer and highlighted that Swansea has had significant benefit from EU funding.

We discussed some of the issues around Brexit that may affect us locally, for example on the local workforce and employment, business, supply chains (including food and medical supplies), and possible impact on legislation (e.g. around environmental protection). You mentioned in particular that such issues would put pressure on an already fragile social care market. You stated that the Council was doing all it could in terms of preparedness, to a point - without a clear decision on Brexit you stressed that it is difficult to plan.

We asked about Council spending on preparedness and we noted that to date it has been about officer time (including collaborative working / alliances with other Councils, including Cardiff and Newport, to discuss common problems / interests the region) however you anticipated there would be money available from Welsh Government in due course specifically for Brexit.

Your overall message was loud and clear. You told the Committee to be under no illusions about potentially huge impacts from Brexit and shared some concern about the possible damage from mis-information being spread across social media. You felt this would be a big challenge for government at all levels to keep people well informed with the facts and counter any misleading information. We were pleased to hear about a meeting that had been organised by the Council for EU Citizens on 23 January giving advice about the EU Settlement Scheme.

Public Service Board (PSB)

The Committee is responsible for scrutiny of the PSB. As you know we have established a Performance Panel to help discharge our responsibility and ensure effective scrutiny. However, we took the opportunity to ask your view about the added value of the PSB, over and above collaborative working that would perhaps have taken place anyway.

Having chaired the PSB (and predecessor Local Service Board) since its establishment we noted that since October you have been acting as Vice-Chair, supported by the Deputy Leader - the Chair of the PSB now being Andrew Davies, Chair of ABMU Health Board. You explained that this change supports collaborative working as in the past the Council was perceived to be the lead. You felt that the current chairing shifts that perception and will ensure it is driven by partners who have the platform to play a more active role.

You reflected on your experience as chair of the PSB and credited the PSB for progress in tackling issues such as NEETS, Domestic Abuse, Early Years, and environmental priorities. You referred to the Well-being Plan agreed by

the PSB and well-being objectives, which actively engaged citizens, the public, private and third sectors throughout the process. You told us that this Plan was a demonstration of the PSBs commitment to shared objectives and understanding that more can be delivered together through the PSB. You stated that the PSB and the relationship between partners has developed and close engagement on issues has improved, though of course wanted to see that improve further.

We referred to a recent scrutiny meeting with Sophie Howe, the Future Generations Commissioner for Wales, who gave us a mixed review of the way PSBs were working across Wales. You acknowledged that there is more to do in terms of targeting resources and actions to deliver on the objectives and goals, to ensure that the PSB is not viewed as simply a talking shop. You told us that it was incumbent on all partners to ensure that the PSB is effective. You referred to the driver diagrams that have been developed which showed each partners' contribution to the objectives.

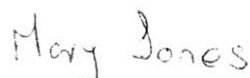
You recognised some difficulties faced by partners who, because of regional footprints, were involved in multiple PSBs. You welcomed any changes that would relieve the pressure and enable a greater focus on delivery, e.g. one PSB for Swansea and Neath Port Talbot, though not at the cost of the work already done on the Well-being Plan and Objectives. You concluded by saying that collaboration, in whatever form, must be for the right reasons, and with the right partners – not something that can be forced upon partners – with a footprint that makes sense. You told us that the PSB have clear Well-being objectives and outcome goals, which should drive it to deliver. The PSB Scrutiny Performance Panel will of course continue its close monitoring of the PSB to see the difference that it is making. We are aware that a governance review of the PSB is in progress and look forward to learning more about that.

Your Response

We hope that you find the contents of this letter useful and would welcome any further comments however we do not expect you to provide a formal response.

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

✉ cllr.mary.jones@swansea.gov.uk

Agenda Item 7



Report of the Chair

Scrutiny Programme Committee – 13 January 2020

Scrutiny Performance Panel Progress Reports

Purpose	The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will regularly provide a progress report, updating the Committee on headlines from their Panel's work and impact.
Content	This report focuses on the following Performance Panels: a) Service Improvement & Finance b) Development & Regeneration
Councillors are being asked to	<ul style="list-style-type: none">• Ensure awareness and understanding of the work of the Panels• Consider their / its effectiveness and impact• Consider any issues arising and action required
Lead Councillor(s)	Councillor Chris Holley (convener, Service Improvement & Finance Panel) Councillor Jeff Jones (convener, Development & Regeneration Panel)
Lead Officer & Report Author	Brij Madahar Tel: 01792 637257 E-mail: scrutiny@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 There are seven 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 / service areas.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet / lead 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 Panels:

- a) Service Improvement & Finance – this updates on work carried out since the last update was provided in August 2019.
- b) Development & Regeneration – this updates on work carried out since the last update was provided in December 2018.

To focus the discussion a short written report has been provided by the convener of each Panel, and are **attached**. This includes a summary of Panel activities, correspondence between the Panel and relevant Cabinet Members, recommendations and impact.

1.5 The Service Improvement & Finance Performance Panel has a membership of 10, as follows:

Councillors:

Labour Councillors: 3

Phillip Downing	Des Thomas
Peter Jones	

Liberal Democrat/Independent Councillors: 4

Chris Holley (CONVENER)	Mary Jones
Lynda James	Jeff Jones

Conservative Councillors: 2

Paxton Hood-Williams	Brigitte Rowlands
----------------------	-------------------

Uplands Councillors: 1

Irene Mann	
------------	--

1.6 The Development & Regeneration Performance Panel has a membership of 16, as follows:

Councillors:

Labour Councillors: 5

Phil Downing	Peter Jones
Joe Hale	Mike White
Terry Hennegan	

Liberal Democrat/Independent Councillors: 7

Peter Black	Jeff Jones (CONVENER)
Wendy Fitzgerald	Mary Jones
Chris Holley	Susan Jones
Lynda James	

Conservative Councillors: 4

Steve Gallagher	Paxton Hood-Williams
David Helliwell	Will Thomas

2. Legal Implications

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

3. Financial Implications

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

Background Papers: None

Appendices:

Appendix 1 – Service Improvement & Finance Scrutiny Performance Panel Update

Appendix 2 – Development & Regeneration Scrutiny Performance Panel Update

Appendix 1 – Update No. 2 (January 2020)

Service Improvement & Finance Scrutiny Performance Panel Update

1. Remit of the Panel

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

2. Introduction

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

3. Key Activities

The Panel held four meetings between August 2019 and December 2020. These meetings included a range of issues like budget monitoring, Annual Reports and Wales Audit Office Reports. This has resulted in seven convener's letters to Cabinet Members. The issues covered were as follows:

August	<ul style="list-style-type: none">• End of year performance monitoring 2018/19• Q1 Revenue and Budget Monitoring 2019/20• Revenue Outturn and Savings Tracker• Capital Outturn and Financing
September	<ul style="list-style-type: none">• Archives Service• Council Charges
October	<ul style="list-style-type: none">• Reserve Update• Recycling and Landfill Annual Monitoring Report 2018/19• Q1 Performance Monitoring Report 2019/20
December	<ul style="list-style-type: none">• Mid-year Budget Statement 2019/20• Q1 Revenue and Budget Monitoring 2019/20• Wales Audit Office Report and Action Plan – Planning• Planning Annual Performance Report 2018/19

4. Achievements / Impact

Capital and Revenue Budget Monitoring

The Capital and Revenue budget has continued to be closely monitored and as stated previously it continues to be a very challenging financial year for Councils. The monitoring of budget performance and the impact of savings has continued to be a large part of the Panel's work.

In December, we heard that whilst the Sustainable Swansea Delivery Programme continues to develop service delivery plans that include savings requirements, the potential overspend remain a significant risk and need to be addressed on a whole council basis. We understand there is an in-year overspend forecast so Directors will be redoubling their efforts to bring this down. Overspends are in Education and Social Services. Large inroads into reducing overspend across the council is

expected to show in the Quarter 3 performance data. Chief Finance Officer told us he will seek to balance the budget overall, so technically there will be a lawfully balanced budget by the end of the year.

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.

We discussed the Capital Budget and the 90m borrowing for the implementation of those issues identified in the Medium Term Financial Plan particularly referring to the City Deal and the Band B schools programme. We were pleased to hear that the Chief Finance Officer was able to borrow part of the funding required, £90 million before the UK Government raised the repayment cost by 50%. The Chief Finance Officer said to expect a large draw down on this 90m over the coming months to begin to progress with those projects, as recently agreed by Cabinet.

Performance Monitoring

The Panel received quarterly performance monitoring reports. This enables them to closely monitor the Councils performance but also to dig deeper in some areas. For example, in October they looked at the indicator on *Swansea Working employment gained and qualifications achieved* because targets have been missed and results were the lowest achieved since results started being recorded at the beginning of last year. The Panel heard about low engagement numbers and other factors affecting performance due to the newness of the programme. They heard that this is expected to improve as the programme matures.

Reserves: The Panel looked at the report detailing the Council's reserves and what they are allocated for. The Panel have expressed concern in the past with regard to this issue and therefore plan to revisit it on a regular basis.

Wales Audit Office Reports: A Report on Planning came to the Panel in December and was accompanied by an Action Plan designed to address the issues that have been raised. The Panel also took this opportunity to take a look at the Planning Annual Performance report for 2018/19 at the same time. The Panel were very pleased with all of the progress made to date in Planning and praised the team for their hard work but they did feel that the WAO report on Planning did not fully reflect the issues faced in Swansea as it was a pan Wales report.

Well-being and Future Generations Act: As a SIF Panel we are looking to see how the WBFGA principles are being addressed and embedded into policies and decisions from a finance and performance perspective.

5. 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;

- Libraries Annual Report 2018/19
- Wales Audit Office Reports
- Corporate Complaints Annual Report 2018/19
- Wales Audit Office Report on the Local Government use of Data

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 seven meetings between November 2019 and January 2020. This has resulted in six Convener's letters being sent to the Cabinet Member. The issues covered were as follows:

9 January 2019	Dashboard Project Update
	Planning and Student Accommodation
11 February 2019	Draft Budget Proposals for D&R
19 March 2019	Dashboard Project Update
	Swansea Central Phase 1
11 April 2019	Dashboard Project Update
	Business Case Update
17 July 2019	Services to Rural Communities – WAO Report and Action Plan
	End of Year Panel Review
31 July 2019	Dashboard Report
	Highways and Transportation Update – City Centre work
18 November 2019	Dashboard Report
	FPR7 Swansea Central Phase 1

4. Achievements / Impact

Letters

The Panel is in its second year of work and has written six letters to the Cabinet Member for Economy and Strategy (Leader) since the last update, to reflect on some of the observations the Panel Members have made. The following are some of the main points that came out of those letters:

- 1. We understand that the procurement procedure which is in place is the one widely used for regeneration projects however we do have some concerns about the price and we hope that the price developed at the end of the design phase is close to the original anticipated amount. Are you confident that this will be the case and the cost of the project will not increase significantly from the original sum?*
- 2. We are concerned that the Business Case has still not been signed off as monies cannot be released until this has been done. We look forward to hearing the Business Case has been signed off and the money released imminently.*
- 3. We were told that the Brexit outcome will impact the Rural Grant Programme but the programme will end in 2020 however there is no request in place to develop a new one. We do feel that this is not prudent as there should be preparatory plans in place which outlines the process whatever the Brexit outcome. We will be requesting this issue come back to the Panel after October so we can feed into it.*
- 4. One issue which repeatedly came up was the lack of sufficient Broadband in rural areas. You told us that this is not something the Council can resolve as it needs large scale infrastructure and investment from Welsh Government and the relevant Broadband provider. The Rural Economy Champion – Councillor Andrew Stevens highlighted this and made reference to the barriers faced by rural business who do not have sufficient internet access. The lack of internet can also limit peoples access to other online community activities and services such as comparison websites and consultation events. It can lead to more isolation and poverty in rural areas. The Panel are in agreement that this is a very important issue which needs to be highlighted with Welsh Government and we will write a letter to the relevant person emphasising our concerns. We were informed that other organisations such as the Gower Area of Outstanding Natural Beauty (AONB) Group are also looking at this issue.*
- 5. Some comments were made about electric cars; however, the issue of transport is also about congestion so even with electric cars in use, emissions may be improved but congestion will not be. There has to be a balance between active travel and public transport and access to employment and the City Centre encouraging integration.*
- 6. The scale of the capital investment proposed by the Council is significant. It is a very large amount of finance to be borrowed with very limited methods of repayment. The Panel is grateful for the clarification given by officers in relation to the affordability of the project. However Panel note that the expenditure of public monies inevitability means that the tax payers of the city have a significant interest in the success of this project, as the effect on the council's revenue account could mean resources being used for the borrowing and not for its core services. Therefore, the Panel welcome the detail provided on the generation of various income streams which will hopefully have a positive effect in mitigating impact of the financial burden in future years. Over the next 6 years the effects*

on the revenue will be met by the capital expenditure fund which has been built up over the last few years.

The Panel has particular concerns relating to the ongoing affordability of Swansea Central Phase 1 project especially in the longer term and the impact this will have on the Authority's budget and in relation to the letter received by the Authority from Wales Audit Office expressing concern about affordability (attached Appendix 1). Regarding the Business Case, there are concerns over the release of monies from Westminster, as it hasn't been released yet and over the Terms and Conditions not yet being agreed.

The 'Dashboard' Project Update

As a way of providing a regular 'health check' of the development projects, the Panel receives the departmental update report at each meeting. 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.

Special Project Update

In order to 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 2019/20, which range from Swansea Central Phase 1 to Highways and Transportation Update for City Centre works. 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.

Work Programme for remainder of 2019/20	
27 January 2020	Dashboard Report
	Digital Village – Designs and Plans
	TRIP – Residential Units above Shops
25 February 2020 (TBC)	Budget Meeting
23 March 2020	Dashboard Report
	Swansea Vale Development Projects
18 May 2020	Dashboard Report
	tbc
	End of Year Review



Mr Phil Roberts
Chief Executive Officer
City and County of Swansea Council
Civic Centre
Oystermouth Road
Swansea
SA1 3SN

24 Cathedral Road / 24 Heol y Gadeirlan
Cardiff / Caerdydd
CF11 9LJ
Tel / Ffôn: 029 2032 0500
Fax / Ffacs: 029 2032 0600
Textphone / Ffôn testun: 029 2032 0660
info@audit.wales / post@archwilio.cymru
www.audit.wales / www.archwilio.cymru

Reference: 191022HDR
Date issued: 22 October 2019

Dear Phil

City and County of Swansea Council

Financial Sustainability Review

As you will be aware, the Wales Audit Office is currently undertaking a review of financial sustainability across all Welsh Councils. I would like to thank you and your team for providing your self-assessment submission in line with the requested deadlines.

We will be undertaking the detailed work on this review over the next few weeks and as part of that process we look forward to meeting with both yourself and the Council Leader to discuss your current financial position and future strategy.

We have undertaken an initial review of your self-assessment and key documentation and consider it appropriate to bring to your attention some of our early concerns, particularly in view of some significant capital investment decisions the Council may be considering in the coming weeks.

As you will know our 2018 annual audit letter included the following conclusion:

“I am satisfied that the Council and the Group have appropriate arrangements in place to secure economy, efficiency and effectiveness in their use of resources, but the Council continues to face significant financial challenges”

We reached this conclusion for the following reasons:

- For the last three years the Council had not been able to maintain its cost of services within annual budgets and as a result had utilised reserves to fund these overspends;
- The Council had continued to have difficulty in delivering its planned levels of efficiency savings in a number of service areas;
- The Medium-Term Financial Strategy (MTFS) had identified the need to find further significant levels of efficiency savings to deliver balanced budgets; and
- The Council was planning to undertake a significant capital investment programme including the 21st Century Schools programme and major capital schemes flowing from the Swansea Bay City Deal including the digital village (£30 million) and the Swansea Arena and Swansea City Centre development (£130 million). Significant unsupported funding would be required to finance these developments.

Since we reported this conclusion, we have continued to monitor the Council's financial position. We have also been working with officers to derive assurance that the 'Sustainable Swansea – Fit for the Future' programme can deliver the financial savings and income generation targets set out in the Council's 2019-20 budget at the pace and scale required. Whilst this work is ongoing, to date, officers have been unable to provide us with the level of assurance needed. The quarter 1 monitoring return for 2019-20 projects a year-end overspend of £4m and shows that services are not delivering their planned efficiency savings and will need to develop alternative savings proposals. Your financial sustainability self-assessment describes an intended freeze on service expenditure budgets for the next 4 years, and this will require each service to identify further significant efficiency savings to cover all inflationary pressures. In addition, the MTFS shows a cumulative budget deficit by 2022-23 of £63million.

We understand that you will soon be considering whether to proceed on the Swansea Central Phase 1 project. This will involve taking out significant additional unsupported borrowing with capital financing costs that will worsen the budget deficit going forward by up to £9million p.a., according to the November 2018 report to Cabinet.

Given the current financial position, increasing future pressures, previous difficulties experienced in 'closing the gap', and impending decisions that may significantly heighten the Council's financial risk, I feel it more timely to convey my concern now, in advance of us reporting our financial sustainability review. You will of course be aware of the need for statutory officers to ensure the financial prudence of decision making, and no doubt be seeking the assurance that you require to address these financial challenges in a sustainable way.

We look forward to meeting you on 29 October to discuss these issues as we continue to seek the assurance we require on the financial sustainability of the Council.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Huw Rees', with a horizontal line extending to the right.

Huw Rees
Engagement Director

Agenda Item 8



Report of the Chair

Scrutiny Programme Committee – 13 January 2020

Membership of Scrutiny Panels and Working Groups

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

1. Introduction

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

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

- 2.1 Natural Environment Performance Panel

Add Councillor Steve Gallagher

Following this change the revised membership of this Panel will be 12:

Labour Councillors: 5

Joe Hale	Mary Sherwood
Peter Jones (CONVENER)	Christine Richards
Hazel Morris	

Liberal Democrat/Independent Councillors: 2

Wendy Fitzgerald	Mary Jones
------------------	------------

Conservative Councillors: 4

Steve Gallagher	Will Thomas
Brigitte Rowlands	Linda Tyler-Lloyd

Uplands Councillors: 1

Irene Mann	
------------	--

3. Guiding Principles

3.1 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.
- To ensure that all political groups have opportunities and are engaged.
- 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.
- The Committee should reflect on the existing 'balance' of conveners to help inform future appointments.
- A minimum of three members should be present at all meetings.

4. Legal Implications

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

5. Financial Implications

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

Background Papers: None

Appendices: None

Agenda Item 9



Report of the Chair

Scrutiny Programme Committee – 13 January 2020

Scrutiny Work Programme 2019/20

Purpose	This report presents the agreed Scrutiny Work Programme for 2019/20, which the Committee is responsible for monitoring.
Content	The agreed work programme is attached, which shows the topics that will be examined by scrutiny through various Panels and Working Groups. A plan for future committee meetings is also attached.
Councillors are being asked to	<ul style="list-style-type: none">• plan for the committee meetings ahead• consider opportunities for pre-decision scrutiny• review the scrutiny work programme (including progress of current Panels and Working Groups)
Lead Councillor	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer	Tracey Meredith, Chief Legal Officer
Report Author	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

1.1 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 determine 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 2019/20

- 2.1 The agreed scrutiny work programme for 2019/20 is set out in **Appendix 1**. The following paragraphs break down the work programme by specific ways of working to provide a brief overview.
- 2.2 Scrutiny Programme Committee:
- 2.2.1 The Committee work plan for the year ahead is attached as **Appendix 2**. This should be kept under review to ensure it represents a robust and effective plan. The plan includes a schedule of future Cabinet Member Question & Answer Sessions.

2.2.2 Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend so that meetings are always well planned and prepared for, e.g. information required and key questions that the Committee wishes to ask.

2.2.3 The main item(s) scheduled for the next Committee meetings are:

10 February:

- Cabinet Member Question Session: Cabinet Member for Care, Health & Ageing Well - Cllr Mark Child
- Cabinet Member Question Session: Cabinet Member for Environment & Infrastructure Management - Cllr Mark Thomas

2.2.4 The Committee should identify specific questions / key themes, which it wishes to cover in the next Cabinet Member Q & A sessions.

a) The Care, Health & Ageing Well Portfolio covers the following areas of responsibility:

- Activities to Promote Independence & Aging Well
- Adult Social Services Modernisation
- Assessment / Care Management
- Elderly Care
- Healthy City Partnership
- Integration of Health & Social Care
- Joint Equipment
- Leader's Representative on West Glamorgan RPB
- Learning Disability
- Local Area Coordination Implementation - Lead
- Mental Health
- Physical & Sensory Impairments
- Safeguarding
- Supporting People
- Wellbeing

b) The Environment & Infrastructure Management Portfolio covers the following areas of responsibility:

- Coastal Defence, Marina, Foreshore & Beach Maintenance
- Cycleways
- Environmental Health
- Estates Maintenance Management (non HRA)
- Fleet Renewal & Maintenance
- Fly Tipping Task Force
- Highways & Engineering
- Infrastructure Repairs & Maintenance
- Parking Policy & Control
- Parks & Cleansing

- Pothole Task Force
- Public Protection
- Public Transport
- Regional Collaborations for Transport, Highways & Waste
- Regional Transport Policy
- Streetscene
- Trading Standards
- Waste Management & Recycling

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

2.2.6 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.

2.2.7 Commissioning Reviews – it has already been acknowledged that reports about the various commissioning reviews / new cross-cutting reviews that are planned 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 is to have a briefing on the issue and then determine the key question and terms of reference for the inquiry. Once the planning stage is complete, the inquiry will be evidence gathering, with the last stage being to develop the final report.

In Progress / Planned	Completed (follow up stage)
1. Procurement (initial meeting held on 24 Oct)	1. Regional Working (meeting held on 15 Oct 2019) 2. Natural Environment (tba as part of Performance Panel work plan) 3. Equalities (tba)

The Committee should note that Cabinet agreed a response to the Equalities Inquiry report at its meeting on 21 November. All 18 recommendations were agreed and action plan provided. The Panel will follow up on the implementation of the action plan and impact of this scrutiny around May 2020.

2.4 Performance Panels:

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

Performance Panel	Convener
1. Service Improvement & Finance (monthly)	Cllr. Chris Holley
2. Education (monthly)	Cllr. Lyndon Jones
3. Adult Services (monthly)	Cllr. Peter Black
4. Child & Family Services (every two months)	Cllr. Paxton Hood-Williams
5. Development & Regeneration (every two months)	Cllr. Jeff Jones
6. Natural Environment (quarterly)	Cllr. Peter Jones
7. Public Services Board (multi-agency) (twice yearly)	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 the order shown:

1. Brexit (meeting was held on 23 Sep)	3. Road Safety
2. Staff Health & Wellbeing	4. Digital Inclusion

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 in existence since 2016 in order to provide challenge to ERW, coordinate scrutiny work across the region and ensure a consistent approach. The Swansea Scrutiny Team is providing support for this group as the Council's contribution to ERW via Service Level Agreement. Swansea is represented by the chair of the Scrutiny

Programme Committee and convener of the Education Performance Panel. The Councillor Group is currently meeting quarterly.

- 2.6.2 **Swansea Bay City Region City Deal** – Swansea scrutiny is also involved in the Swansea Bay City Region Joint Scrutiny Committee, established during 2018/19. This 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. As per Joint Agreement, the Scrutiny Committee is serviced by Neath Port Talbot Council. The Committee currently appears to be meeting every two months.

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 2019/20

Appendix 2: Scrutiny Programme Committee Work Plan 2019/20

Appendix 3: Cabinet Forward Plan

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

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

Agreed Scrutiny Work Programme 2019/20

New Inquiry Panel (time-limited in-depth scrutiny – six months)	New Working Groups (light-touch scrutiny / one-off meetings)	Performance Panels (ongoing in-depth performance / financial monitoring & challenge)	Issues for Scrutiny Programme Committee (Overall work programme management; Cabinet Member Q & As; discussion of broad range of policy and service issues)
<p>1. Procurement (Terms of Reference to be agreed by Panel but may look at effectiveness of process & Strategy; value for money / social value; benefits to local economy; impact of local procurement on regeneration / jobs; financial savings to Council; collaboration etc)</p> <p>Follow Up of Previous Inquiries:</p> <p>1. Regional Working 2. Equalities</p>	<p>1. Brexit (Council preparedness and resilience; how is this being discussed; what plans / contingencies are being put in place given possible impact, relationship with Wales / UK Government)</p> <p>2. Employee Health & Wellbeing (how the Council supports members of staff; issues around staff sickness; pressures)</p> <p>3. Road Safety (hot spots; work to improve safety; preventative measures; speed controls; safety of cycling routes; partnership working)</p> <p>4. Digital Inclusion (follow up on previous -Mar 2017- discussion around digital transformation, the Council's digital inclusion strategy, and how well prepared both the Council and the public is to use and communicate / engage via digital technology to avoid exclusion / poor access)</p>	<p>1. Service Improvement & Finance (monthly)</p> <p>2. Education (monthly)</p> <p>3. Adult Services (monthly)</p> <p>4. Child & Family Services (every two months)</p> <p>5. Development & Regeneration (every two months)</p> <p>6. Natural Environment (quarterly)</p> <p>7. Public Services Board (twice yearly)</p> <p>Specific issues to pick up:</p> <ul style="list-style-type: none"> • Service Improvement & Finance: <ul style="list-style-type: none"> - Budget (spend / sustainability) - Waste & Recycling (incl. issues around plastic waste, civic amenity site provision; influence on commercial organisations) - Embedding Welsh Language Measures - Archives Service (concern about accommodation issues and their effect on current/future service) - Co-production (Council's approach to improving involvement and engagement, embedding Well-being of Future Generations Act) • Education: <ul style="list-style-type: none"> - Additional Learning Needs (impact of new legislation) - Performance of Children on Free School Meals • Adult Services: <ul style="list-style-type: none"> - Commissioning of Residential Care (quality of service / contracts; financial stability) 	<ul style="list-style-type: none"> • Specific discussions: <ul style="list-style-type: none"> - Corporate Safeguarding - Housing Commissioning Review • Cabinet Member Q & A Sessions (issues to pick up): <ul style="list-style-type: none"> - Policy Commitments - Poverty Reduction - Regional Working - 5G Roll-out & Health Concerns (local impact; council involvement re. testing and response) - Fires on Kilvey Hill - Beach / Cliff Incidents - Youth Work - Homelessness Strategy & Action Plan Progress - Council Housebuilding - Rural Economy • Crime & Disorder Scrutiny: <ul style="list-style-type: none"> - Child Sexual Exploitation / County Lines (size / scope of problem & efforts to tackle) - Community Cohesion / Hate Crime • Follow Up on Previous Working Groups: <ul style="list-style-type: none"> - Welfare Reform - Environmental Enforcement - Anti-Social Behaviour

Agreed Scrutiny Work Programme 2019/20

	<p>Reserve List:</p> <ul style="list-style-type: none"> • Active Travel (are we meeting obligations of Welsh Government Active Travel Act; encouragement of cycling / walking) • Leisure Facilities (assessment of the leisure offer to residents and visitors; discussion around issues; gaps; work to cater for the young e.g. skateboard parks) • Services for the Disabled and their Carers (Council's overall approach to inclusion / access to information, advice, and services, improving quality of life, progress with Carers Strategy; compliance with legislation) 	<ul style="list-style-type: none"> - Quality of Needs Assessments / Care Plans - Charging - Availability of Specialised Dementia Beds in Care Homes - Waiting Lists for Care in the Community • Child & Family Services: <ul style="list-style-type: none"> - Youth Offending Service (effectiveness of new local arrangements following critical regional inspection) • Development & Regeneration: <ul style="list-style-type: none"> - Inward Investment (concern about retail collapse in city centres; advice/support to SMEs) - City Deal & Wider Regeneration - Management of Gower AONB - Regeneration Projects in Deprived Communities - Seafront Proposals - Student Accommodation Developments (managing impact) • Natural Environment: <ul style="list-style-type: none"> - Follow up on Inquiry Recommendations - Local Flood Risk Management - Pollution Control - Use of Glyphosate for Weed Spraying - Council action on Climate Change 	<ul style="list-style-type: none"> - Tourism
<p>Regional Scrutiny</p> <ul style="list-style-type: none"> • ERW (Education through Regional Working) • City Deal (Swansea Bay City Region Joint Scrutiny Committee) 			

Scrutiny Programme Committee – Work Plan 2019/20

Standing / Recurring Agenda Items:

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

Page 30

ACTIVITY	8 July 2019	1 August 2019*	12 August 2019	9 September 2019	14 October 2019	11 November 2019
Scrutiny Work Programme	<ul style="list-style-type: none"> • Role of the Committee • Draft Work Programme for Agreement • Scrutiny / Audit Committee Coordination 					
Cabinet Member Question & Answer Sessions			Business Transformation & Performance (Deputy Leader)	Homes & Energy	Education Improvement, Learning & Skills	Children Services (Early Years and Young People)
Other Cabinet Member / Officer Reports		Housing Commissioning Review			Annual Corporate Safeguarding Report	
Scrutiny Performance Panel Progress Reports			Service Improvement & Finance	Adult Services	Education	Child & Family Services
Pre-decision Scrutiny				Enterprise Resource Planning (ERP) System		
Final Scrutiny Inquiry Reports	Equalities					
Scrutiny Reports to Council					Scrutiny Annual Report 2018/19	Scrutiny Dispatches Impact Report

ACTIVITY	18 November 2019*	8 January 2020*	13 January 2020	10 February 2020	9 March 2020	20 April 2020
Scrutiny Work Programme						
Cabinet Member Question & Answer Sessions			Economy & Strategy (Leader)	<ul style="list-style-type: none"> • Environment & Infrastructure Management • Care, Health & Ageing Well 	Investment, Regeneration & Tourism	Better Communities (People and Place)
Other Cabinet Member / Officer Reports					<ul style="list-style-type: none"> • Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Updates • Children & Young People’s Rights Scheme Annual Progress Report 2019 	
Scrutiny Performance Panel Progress Reports			<ul style="list-style-type: none"> • Service Improvement & Finance • Development & Regeneration 	Adult Services	Education	Natural Environment
Pre-decision Scrutiny	Housing Commissioning Review Option Appraisal Report	Foreshore Sites - Public Consultation and Procurement Responses Summary and Next Steps.				
Final Scrutiny Inquiry Reports						

Scrutiny Reports to Council				Scrutiny Dispatches Impact Report		
------------------------------------	--	--	--	-----------------------------------	--	--

ACTIVITY	11 May 2020					
Scrutiny Work Programme	<ul style="list-style-type: none"> Annual Work Programme Review Progress on Scrutiny Improvement Objectives 					
Cabinet Member Question & Answer Sessions	Delivery					
Other Cabinet Member / Officer Reports						
Scrutiny Performance Panel Progress Reports	Public Services Board					
Pre-decision Scrutiny						
Final Scrutiny Inquiry Reports						
Scrutiny Reports to Council	Scrutiny Dispatches Impact Report					

* denotes extra meeting

To Be Arranged:

Scrutiny / Audit Committee Coordination	<ul style="list-style-type: none"> Chair of Audit Committee to attend to share work plan of Audit Committee / Annual Report. Discussion to ensure: <ul style="list-style-type: none"> - mutual awareness and understanding of respective work plans and co-ordination - issues relating to work programmes can be discussed
Wales Audit Office Reports	<ul style="list-style-type: none"> Corporate Safeguarding
Final Scrutiny Inquiry Report(s)	<ul style="list-style-type: none"> tbc

Specific Recurring Reports to Committee:

Annual Corporate Safeguarding Report	<ul style="list-style-type: none"> To consider report of the Council's Corporate Safeguarding Group. The report is cross cutting (i.e. covers safeguarding of adults and children) and is not a report on social services performance but on how the Council as whole is meeting its safeguarding responsibilities.
Children & Young People's Rights Scheme – Annual Progress Report	<ul style="list-style-type: none"> To discuss annual progress report on implementation of Children & Young People's Rights Scheme, and consider impact (scheme was agreed by Cabinet in October 2014).
Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Updates	<ul style="list-style-type: none"> Regular update on progress in implementation of service changes following Commissioning Reviews / outcomes.
Crime & Disorder Scrutiny – Safer Swansea Partnership	<ul style="list-style-type: none"> Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Sustainable Swansea - Fit for the Future: Budget Proposals 2020/21 – 2023/24.	To consider budget proposals for 2020/21 to 2023/24 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 - Economy and Strategy (Leader), Cabinet Member - Homes, Energy & Service Transformation (Joint-Interim Deputy Leader)	Cabinet	9 Jan 2020	Open
Quarter 2 2019/20 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the second quarter period July 2019 – September 2019.	Richard Rowlands	Cabinet Member - Economy and Strategy (Leader)	Cabinet	9 Jan 2020	Open
Annual Review of Charging (Social Services) 2019/20 (Charges to apply in 2020/21 - Commencing 1 April).	This report sets out the annual review of Swansea Council's charges (social services), providing a transparent framework for the setting of charges and the application of allowances to citizens who receive managed care and support, provided or arranged by the council.	Simon Jones	Cabinet Member - Care, Health & Ageing Well	Cabinet	9 Jan 2020	Open

Page 58

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Foreshore Sites - Public Consultation and Procurement Responses Summary and Next Steps.</p>	<p>A PIN (Prior Information Notice) was published via the Sell2Wales website in May 2019 asking for expressions of interest with regard to 5 foreshore sites.</p> <p>Whilst the PIN notice was live Swansea Council also ran a Public Consultation exercise via its website.</p> <p>This report briefly summarises the responses received and recommends how to proceed further on a site-by-site basis.</p>	Geoff Bacon	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	9 Jan 2020	Open
<p>Update on Progress for Education Directorate Priorities 2018-2019.</p>	<p>For Cabinet to receive an update on the progress in meeting the priorities set for the 2018-2019 academic year and outline priorities set for 2019-2020 academic year.</p>	Nick Williams	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	23 Jan 2020	Open

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Complaints Annual Report 2018-2019.	Annual report concerning complaints received & outcomes during 2018-19. Incorporates an annual report concerning requests for information received by the Authority during 2018/19, and an annual report regarding surveillance activity during 2018-19.	Julie Nicholas-Humphreys	Cabinet Member - Delivery & Performance (Joint-Interim Deputy Leader)	Cabinet	23 Jan 2020	Open
More Homes Development Programme Update.	The report sets out the Council's ambition to deliver 1000 new affordable homes over 10 years	Carol Morgan	Cabinet Member - Homes, Energy & Service Transformation (Joint-Interim Deputy Leader)	Cabinet	23 Jan 2020	Open
Marketing of Housing Revenue Account (HRA) Sites and Joint Venture Opportunity.	To outline the Council's intention to undertake a procurement exercise to appoint a development partner to deliver mixed tenure housing schemes on a range of HRA sites as a joint venture arrangement.	Carol Morgan	Cabinet Member - Homes, Energy & Service Transformation (Joint-Interim Deputy Leader)	Cabinet	23 Jan 2020	Open

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Contract Award and Capital Programme Authorisation for the Extension and Remodelling of Y G Gŵyr.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 61</p>	<p>This project is part of Band B of the 21st Century Schools Programme and if approved will be jointly funded by Welsh Government and Swansea Council. The project provides for the extension and remodelling of the current Y G Gwyr school site enabling an increase in capacity of the school so that it can accommodate 1273 pupils and meet the current and projected demand. The project is subject to full business case approval by Welsh Government. This report is seeking approval to award the contract in accordance with Contract Procedure Rule 13.10 and commit the scheme to the capital programme in accordance with Financial Procedure 7.</p> <p>The report submitted to Corporate Briefing will be subject to finalisation prior to a Special Cabinet on the 23 January once the tender process has been conducted in accordance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules. A Special Cabinet is required to enable Cabinet to approve the award of contract and commitment to the capital programme, at the earliest opportunity and to avoid any avoidable delay in the delivery of the project.</p>	NicolaJones	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	23 Jan 2020	Open

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Contract Award and Capital Programme Authorisation for the New Build Replacement of YGG Tirdeunaw.</p>	<p>This project is part of Band B of the 21st Century Schools Programme and if approved will be jointly funded by Welsh Government and Swansea Council.</p> <p>Following a statutory consultation process in March 2019 Cabinet approved that the capacity of YGG Tirdeunaw increases to 525 plus nursery in a new build school at in a new build school at the YGG Bryn Tawe site, off Heol Gwyrosydd.</p> <p>The project is subject to full business case approval by Welsh Government.</p> <p>This report is seeking approval to award the contract in accordance with Contract Procedure Rule 13.10 and commit the scheme to the capital programme in accordance with Financial Procedure 7.</p> <p>The report submitted to Corporate Briefing will be subject to finalisation prior to a Special Cabinet on the 23 January once the tender process has been conducted in accordance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.</p> <p>A Special Cabinet is required to enable Cabinet to approve the award of contract and commitment to the capital programme, at the earliest opportunity and to avoid any avoidable delay in the delivery of the project.</p>	<p>Alayne Smith</p>	<p>Cabinet Member - Education Improvement, Learning & Skills</p>	<p>Cabinet</p>	<p>23 Jan 2020</p>	<p>Open</p>

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Proposed Appropriation of 70-72 Alexandra Road, Gorseinon, Swansea.	Proposed appropriation of surplus property, at market value and associated budgets from Social Services to Housing.	Richard John	Cabinet Member - Delivery & Performance (Joint-Interim Deputy Leader)	Cabinet	23 Jan 2020	Open
Award of Contract for Principal Contractor for the Hafod Morfa Powerhouse and Outbuildings Redevelopment Project.	Following the tender exercise and evaluation to source an appropriately skilled and experience Principal Contractor for the Hafod Morfa Powerhouse and Outbuildings Re-development, the report will be seeking approval of the winning tenderer.	Tracy Nichols	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	23 Jan 2020	Fully exempt
Council Property Development Proposals.	To provide an update concerning the Councils pilot direct property development project and to recommend way forward in seeking development partners.	Geoff Bacon	Cabinet Member - Delivery & Performance (Joint-Interim Deputy Leader)	Cabinet	23 Jan 2020	Fully exempt
Revenue and Capital Budget Monitoring 3rd Quarter 2019/20.	To note any significant variations from the agreed budget 2019/20 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy and Strategy (Leader)	Cabinet	20 Feb 2020	Open

Page 63

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Business Case for Relocation of the Civic Centre.	Business Case outlining the proposal to relocate from the Civic Centre to a new Public Sector Hub on the Phase 2 City Centre Regeneration site and various other Council buildings across the County.	Geoff Bacon	Cabinet Member - Delivery & Performance (Joint-Interim Deputy Leader)	Cabinet	20 Feb 2020	Fully exempt
Management Update and Option Report for Swansea Airport.	Update report following recent Civil Aviation Authority inspection and temporary suspension of operating licence. Report to include future appraisal options for ownership and management.	Geoff Bacon	Cabinet Member - Delivery & Performance (Joint-Interim Deputy Leader)	Cabinet	20 Feb 2020	Fully exempt
Sale of Surplus Land at Olchfa School.	The land has been marketed and tenders received. Bids have been analysed and the bidders interviewed on several occasions, resulting in a second bid round and further scrutiny. A preferred bidder has now been identified and authority to sell is requested.	Richard John	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	20 Feb 2020	Fully exempt

Page 64

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Adult Services Transport Policy.	There is currently no published Policy setting out the Council's approach to the eligibility and provision of transport for Adult Social Care. A draft policy has been prepared for consideration by Cabinet prior to commencing a formal consultation process.	Cath Swain	Cabinet Member - Environment & Infrastructure Management	Cabinet	19 Mar 2020	Open
Annual Review - Corporate Plan 2020/22.	To publish a refreshed Corporate Plan 2020/22 following an annual review as set out within the Well-Being of Future Generations (Wales) Act 2015 and statutory guidance relating to Public Bodies.	Richard Rowlands	Cabinet Member - Delivery & Performance (Joint-Interim Deputy Leader)	Cabinet	19 Mar 2020	Open
Quarter 3 2019/20 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2019 – December 2019.	Richard Rowlands	Cabinet Member - Resilience & Strategic Collaboration	Cabinet	19 Mar 2020	Open

Appendix 3 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Housing Commissioning Review Implementation.	To inform Members of the findings of the statutory consultation process on proposed changes to the future model of the District Housing Office service.	Lynda Grove	Cabinet Member - Homes, Energy & Service Transformation (Joint-Interim Deputy Leader)	Cabinet	23 Apr 2020	Open

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Equalities (Cabinet decision: response awaited) Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Clive Lloyd Lead CMT: Sarah Caulkin Lead Head of Service: Tracey Meredith	19 (final report)											
PERFORMANCE PANELS:												
Adult Services (monthly) Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member Mark Child Lead CMT: Dave Howes Lead Head of Service: Deb Reed (interim)	20	30	20	24	29	19	17	28	25	17	28	19
Service Improvement & Finance (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: David Hopkins Lead CMT: Adam Hill / Ben Smith Lead Head of Service: cross-cutting	24		19	16	21		9	20	19*	2 30		11
Education (monthly) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: cross-cutting	13	11		12	17	14	19	16	18* 13	12	30	tba

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Staff Health & Well-being Lead Scrutiny Councillor: Cyril Anderson Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Clive Lloyd Lead CMT: Adam Hill Lead Head of Service: Sarah Caulkin												
Road Safety Lead Scrutiny Councillor: Steve Gallagher Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Stuart Davies												
Digital Inclusion Lead Scrutiny Councillor: Lesley Walton Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Andrew Stevens Lead CMT: Sarah Caulkin Lead Head of Service: Jo Harley												
REGIONAL SCRUTINY:												
ERW - Education through Regional Working (bi-annual) Lead Scrutiny Councillors: Lyndon Jones / Cyril Anderson Lead Scrutiny Officer: Michelle Roberts Lead ERW: Andi Morgan Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: Helen Morgan-Rees Regional Lead: Phil Roberts (Lead Director for ERW)	3			23				27				4

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Swansea Bay City Region Joint Scrutiny Committee (every two months) Lead Scrutiny Councillor: Rob James (Carmarthenshire Council) Swansea Scrutiny Councillors: Jan Curtice / Phil Downing / Jeff Jones Lead Scrutiny Officer: Stacy Curran, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts / Martin Nicholls Lead Head of Service: Phil Holmes	18			2	28			15		9		6

* denotes extra meeting

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

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

a) **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			

The final report produced by the Inquiry Panel was presented to Cabinet on 19 September. A response to the recommendations was made by Cabinet on 21 November. All 18 recommendations were agreed and action plan provided. The Panel will follow up on the implementation of the action plan and impact of this scrutiny around May 2020.

Projected End Date: Complete

b) **Procurement** (convener: Cllr Chris Holley)

Key Question: What is the Council doing to ensure it procures locally, ethically, and greenly while being cost effective and transparent in its practices?

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The Procurement Pre-Inquiry Working Group met on the 24 October and involved an overview / briefing on the subject matter. This helped Councillors to be informed about how scrutiny can contribute to improvement and the focus, scale and direction of any inquiry. The Panel agreed to undertake an inquiry and the Terms of Reference were discussed. The inquiry will start evidence gathering around Feb 2020 and this will explore, for example

- effectiveness of process & strategy
- value for money / social value
- benefits to local economy

- impact of local procurement on regeneration / jobs
- financial savings to the Council
- collaboration

The inquiry may take up to six months to complete, as it will call for wide ranging evidence, and will lead to a report with conclusions and recommendations that will be presented to Cabinet.

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	
Regional Working	16 Aug 2018	11	0	0	15 Oct 2019 COMPLETE
Natural Environment*	18 Jul 2019	18	0	2	tbc

*this inquiry will be followed up within the work of the new Natural Environment Scrutiny Performance Panel

3. Performance Panels:

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

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

The Panel meets every month. In December, the Panel looked at the Budget Monitoring information for the 2nd Quarter, the Mid-year Budget Statement, Wales Audit Office Report and Response on the effectiveness of planning services and the Planning Annual Report. The next meeting they will discuss 2nd Quarter Performance Monitoring and the Draft Budget Proposals. A progress report appears separately in the agenda as Item No. 7.

b) **Education** (convener: Cllr Lyndon Jones)

This Panel meets every month. On 9 December, the Panel looked at Additional Learning Needs Reform and progress in Swansea. In January, they will discuss the Annual Education Performance Data, data on educational outcomes of Looked After Children and Pupil Development Grant Spend.

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

This Panel meets every month. The Panel met on 19 November and discussed the Telecare and Community Alarms mini commissioning review, the Workforce Development Plan and Improving Performance Data. The meeting on 17 December received a briefing on Carers Assessments and an update on Local Area Coordination.

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

This Panel meets every two months. The Panel met on 28 October and discussed progress with CAMHS, received a briefing on the Youth Offending Service and a presentation on the report to Welsh Government on the safe Looked After Children Reduction Strategy. The meeting on 18 December received an update on the Regional Adoption Service, the Corporate Parenting Board and Performance Monitoring.

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

This Panel meets every two months. A progress report appears separately in the agenda as Item No. 7.

f) **Natural Environment** (convener: Cllr Peter Jones)

This Panel meets quarterly. The Panel meeting on 16 December focussed on Weed Management, and Air Pollution Control. The next meeting in March (date tbc) will focus on Local Flood Risk Management and follow up on the implementation of recommendations from the Natural Environment Inquiry that were agreed by Cabinet in July 2019.

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

This Panel meets twice yearly. The Panel will focus on action plans associated with Public Services Board objectives, progress and outcomes. The next meeting will take place in January (date tbc) to focus on the Early Years and Live Well, Age Well objectives, hearing from Council and Local Health Board leads.

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**

The Scrutiny Councillor Group met on the 23 September 2019 and looked at:

- Progress with reform programme and meeting the national mission with the Interim Managing Director of ERW

- Discussed the costed ERW business plan
- Spoke to the ERW Lead for Digital Learning Systems
- Spoke to the ERW Lead for Health and Wellbeing

The next meeting has been scheduled for the 27 January 2020 and will be hosted by Powys Council.

b) **Swansea Bay City Region**

The Joint Scrutiny Committee met on 28 October in Swansea to continue its City Deal Programme monitoring but also discuss local projects for Swansea (Digital Village; Digital Square) with the Leader of the Council, Cllr. Rob Stewart. The Committee will meet again on 15 January in Pembrokeshire.

5. **Working Groups:**

a) **Tourism** (convener: Cllr Peter Jones)

The convener of the Working Group presented a report to Cabinet, on 18 July, which reflected on the Working Group meeting in May. A number of recommendations were made by the Working Group, and a decision was made by Cabinet on 21 November. Of the 12 recommendations: 8 were agreed, 1 agreed in part, and 3 were not agreed. The Cabinet report is **attached** for the Committee's information, which includes the original Working Group report.

NEW TOPICS:

A number of new 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 (in the order shown below) primarily involving discussion with relevant cabinet member(s) / officer(s), and any other persons called, to gather information, ask questions, and give views / raise any concerns.

a) **Brexit** (convener: Cllr Peter Jones)

This Working Group met on 23 September to enable information, questions and discussion about Council preparedness and resilience; how this is being discussed; what plans / contingencies are being put in place given possible impact, relationship with Wales / UK Government, etc. A letter was sent to the Cabinet Member for Economy & Strategy with the thoughts of the Working Group and a response received – reported to the Committee in November. This issue is being kept in the work programme with a further meeting of the Working Group anticipated post Brexit, when the impact(s) should be clearer.

b) **Staff Health & Well-being** (convener: Cllr Cyril Anderson)

This will enable information, questions and discussion on how the Council supports members of staff; issues around staff sickness; pressures, etc.

c) **Road Safety** (convener: Steve Gallagher)

This will enable information, questions and discussion on hot spots; work to improve safety; preventative measures; speed controls; safety of cycling routes; partnership working, etc.

d) **Digital Inclusion** (convener: Cllr Lesley Walton)

This will enable councillors to follow up on the Working Group meeting originally 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 have a discussion around digital transformation, the Council's digital inclusion strategy, and how well prepared both the Council and the public is to use and communicate / engage via digital technology to avoid exclusion / poor access)



Report of the Cabinet Member for Investment, Regeneration and Tourism

Cabinet – 21 November 2019

Scrutiny Inquiry on Tourism Cabinet Member Response and Action Plan

Purpose:	To outline a response to the scrutiny recommendations and to present an action plan for agreement.
Policy Framework:	None
Consultation:	Legal, Finance, Access to Services
Recommendation(s):	It is recommended that: 1) The response as outlined in the report and related action plan be agreed.
Report Author:	Councillor Robert Francis-Davies
Finance Officer:	Aimee Dyer
Legal Officer:	Debbie Smith
Access to Services Officer:	Catherine Window

1.0 Introduction

- 1.1 The scrutiny report on Tourism was submitted to Cabinet on the 18 July 2019 after the Scrutiny Working Group completed a detailed inquiry. The scrutiny report is attached as **Appendix A**.
- 1.2 Having considered the contents of the scrutiny report, and specific recommendations made, advice to Cabinet on whether it should agree, or not agree, with each recommendation is detailed in this report.
- 1.3 Cabinet is also asked to consider, for each of the responses, any relevant policy commitments and any other relevant activity.

2.0 Response to Scrutiny Recommendations

Recommendation 1
<p>The Working Group was pleased to see how much hard work is being done by the Authority to promote tourism in the area. We feel that there is a lot more the Authority could do but recognise that this is restricted by the budget that has reduced drastically in recent years.</p>
<p>Relevant Policy Commitments: Destination Management Plan 2017-2020</p>
<p>Action already being undertaken: Over the last 3 years, we have been working towards a 50% reduction in budget. This has resulted in the closure of the Tourist Information Centre (2016) and the refocussing of activity in line with a digital strategy, which will increase more web visits, increase social media followers and engagement and capture additional segmented and profiled email addresses.</p>
<p>New actions following from the recommendation: Having just reviewed the Destination Management Plan (DMP), one of the recommendations is to ensure greater input from those Heads of Service whose service areas play an important role in the management of the destination. These will be invited to future steering group meetings.</p>
<p>Cabinet Member Comments: Consider how a Tourism Strategy may also be introduced, working alongside the current DMP.</p>
<p>Recommendation is AGREED</p>

Recommendation 2
<p>We feel it is important to recognise the value of the natural environment to tourism and the economy and recommend that:</p> <ol style="list-style-type: none"> a. Work on an off-road cycling network is brought forward and that money is found to fund the production of a cycling map for the area (estimated at £50,000, mostly in legal fees). b. Consideration is given to making more use of volunteers to help maintain our environmental assets such as footpaths, steps etc. This is a valuable resource for the Authority and can be a great learning and social experience for volunteers.
<p>Relevant Policy Commitments: Well-Being of Future Generations (Wales) Act 2015 Environment (Wales) Act 2016 Corporate Priority: Maintaining and enhancing Swansea's Natural Resources and Biodiversity Council's Section 6 Biodiversity Plan (and associated Corporate</p>

Biodiversity Action Plan)
Green Infrastructure Strategy
Destination Management Plan 2017-2020

Action already being undertaken:

The Council has a duty under the Environment (Wales) Act to 'maintain and enhance biodiversity' and to 'promote the resilience of ecosystems'. Each Council function/Service Area should now be considering where and how they can achieve this through their service/business plans. The Corporate Biodiversity working group will provide a vehicle for raising awareness and encouraging best practice.

The natural environment plays an important role in tourism and consistently comes up as one of the main reasons why people visit our area. As such, sustainability is one of the four key priorities in the Destination Management Plan and the Tourism Team encourages responsible tourism throughout our marketing activity, e.g. recycling, reducing ecological footprint, sustainable transport, walking/cycling, using local produce, etc.

New actions following from the recommendation:

In response to the specific recommendations:

a) off-road cycling network and map:

We've previously investigated this but Active Travel money cannot be used for non-urban routes.

The possibility of a Gower off-road cycle route is at early stages of consideration. This project would develop and promote a network of bridleways as a way of enjoying the countryside by bike. It would enable visitors to explore large areas of Gower AONB by bicycle and cross much of the landscape including the high points of all the major hills. There would however be some unavoidable short road sections. It is estimated the cost of the initial phases including physical works, legal processes, landowner compensation, etc. would cost £26,000. There is currently no budget available for such works, so grant funding will need to be identified, but it unlikely to cover full costs and future management implications.

b) volunteers to help maintain environmental assets

The Council already uses volunteers, for example the Ramblers, for such purposes. However, active, committed volunteers are only one part of a solution to meeting the demands of the service currently, which also includes equipment, supervision, training and transport costs. Even if the number of volunteers and volunteer days was doubled, the impact on the amount of maintenance needed would be

minimal and so we are not in a position to increase our responsibilities as a result. However, the Service is in the process of appointing a Welsh Government funded, volunteer coordinator, to increase the number of volunteer projects undertaken and we welcome the support to promote this, within the context of the information above.

Cabinet Member Comments: Welcome the suggestions and enthusiasm for a sustainable solution to developing the network but funding will need to be identified first.

Recommendation is **Partly Agreed** to investigate grant funding for the network and increase the recruitment of volunteers.

Recommendation 3

The Working Group would like to see an improvement in signage especially in Gower. Many signs are missing or in need of repair. The Authority has a statutory duty to signpost footpaths and bridle paths and we would like people to be made aware that if the Department is informed of any signage issues for these areas they will rectify them.

Relevant Policy Commitments:
Destination Management Plan 2017-2020

Action already being undertaken:

Regarding different signage:

Highways signage – a comprehensive audit was conducted a few years ago in partnership with Highways. Findings were forwarded to maintenance team for repairs / replacement. Some improvements still outstanding due to lack of budget to address all issues.

Footpaths/bridleways signage – it is a statutory duty of the Council's Countryside Access Team to rectify any signage issues with footpaths and bridleways. However signage is only appropriate where the footpath or bridleway is fully accessible, i.e. maintained in a good condition. Due to reduced maintenance budget and grant availability the number of footpaths and bridleways the Council is able to maintain in a good condition is decreasing every year.

Waymarks Fingerposts – an audit was conducted 2 years ago at various Council-run beaches and a rolling programme is in place to repair/replace the wooden fingerposts on the seafront as and when budget becomes available. Langland Bay was completed this year and Caswell is to follow.

Statutory Signage – e.g. dog ban, water quality, bye-laws, restrictions, planning notices, etc.

Promotional / Interpretation Signage – e.g. Blue Flags, Lobster Campaign, Smoke-free Beaches, safety messages, etc.

Signage ‘clutter’ is a recurring issue across the destination, however it becomes more evident in the traditional hotspots such as Port Eynon for example, where a lot of different signs have been erected over the years but not removed (where relevant) or maintained (where needed). This is mainly due to the fact that signage, (as outlined above) has varying functions across different services and each with reduced or zero resources to apply a coordinated approach to ongoing maintenance or replacement.

New actions following from the recommendation:

Await the findings of the 2019 visitor and trade surveys to see if there are issues with highways signage.

Highways signage: consider another strategic audit for 2020 if resources could be ring-fenced for any identified improvements and repairs.

Consider a site-specific, co-ordinated approach to signage between the various Council teams and allocate responsibility/pool resources for on-going maintenance.

Cabinet Member Comments:

Consider funding application and opportunity for policy commitments to resource signage improvement.

Recommendation is **AGREED subject to budget constraints**

Recommendation 4

We are concerned about funding post Brexit and recommend that a piece of work is undertaken to identify future grant funding possibilities.

Relevant Policy Commitments:

Explore innovative funding and investment strategies and borrow prudently to support the City Deal, only when it is right to do so.

Implement a joined up approach to all public expenditure and the use of buildings and resources to ensure we can continue to do more with less and can seek the wider and more imaginative community use of public assets, such as Council-owned buildings.

Continue to explore collaborative and innovative ways in which local

services can be financed and delivered most efficiently, and how the value of council assets can be maximised.

Action already being undertaken:

The Economic Development and External Funding Team subscribes to an online grants database and continually monitors available grant and loan funding opportunities.

There is a need for continued engagement with Welsh Government to influence the shape of tourism funding post Brexit, and to explore partnership funding models where other organisations may be in a better position to bid for funding but with the backing and support of the Council. There is some success already with this approach, e.g. Hafod Copperworks' Musgrave Engine House project working with Swansea University and Friends of Hafod-Morfa Copperworks. External funding from EU sources has been decreasing as a percentage of overall external funding secured in recent years.

New actions following from the recommendation:

In any new DMP action plan, ED&EFT to review actions and identify potential funding streams.

Continue engagement with Welsh Government to influence shape of tourism funding post Brexit.

Explore potential partnership funding models for future projects.

Cabinet Member Comments:

The City Deal and regeneration of Hafod Copperworks remain a key priority for the Council in improving economic wellbeing and tourism in the area.

Recommendation is **AGREED**

Recommendation 5

We feel that the Authority should look at good practice from other areas regarding the marketing of accommodation in Swansea.

Relevant Policy Commitments:

Destination Management Plan 2017-2020

Action already being undertaken:

The accommodation sector is part of a destination's overall tourism offer and is intrinsically linked to other elements such as activities,

attractions, food & drinks and major events.

Our marketing campaigns focus on promoting the destination as a whole rather than just the accommodation sector.

However, we do have a comprehensive 'Where To Stay' section on the official tourism website with 56 listed private sector accommodation providers (e.g. hotels, B&Bs, hostels, caravan and camping sites, etc.). These are businesses/organisations who buy into a yearly marketing package with the Council, i.e. Visit Swansea Bay Marketing Partners.

Our current requirement is that all accommodation operators on the tourism website must be inspected and graded/listed with either VisitWales or The AA.

Although this provides reassurance to visitors and a level of protection for the Council in case of a complaint, this also restricts the number of businesses that can be recruited as Marketing Partners. It also doesn't reflect the way visitors now search for accommodation i.e. they search for brands, recommendations and increasingly, through the sharing economy.

Some operators, whether graded or not, choose to promote their property through other, unregulated sharing economy networks such as Airbnb or local private websites (e.g. gower.com).

We already undertake regular benchmarking exercises to assess how other comparable destinations market themselves and also exchange good practice e.g. through BRADA (British Resorts and Destinations Association) of which we are members.

A few years ago, we also worked with Visit Wales in appointing a consultancy to undertake an Accommodation Demand Study. This work has informed some of the most recent hotel developments in the City Centre.

STEAM figures and occupancy figures are also a good benchmark to determine how Swansea compares to the Welsh average and other destinations. Swansea occupancy figures for serviced accommodation, for example, are consistently higher than the Wales average and the STEAM figures demonstrate continuous growth.

Regular visitor surveys give us an insight into who our visitors are, where they come from, where they stay, how they booked their holiday, how much they spent, whether they are satisfied with their visit and likely to visit again and/or recommend us to others. We are able to use this intelligence to target our marketing activity more effectively.

We are also planning a tourism trade survey for this Autumn to benchmark destination performance against the 2012 findings. Questions revolve mainly around destination management issues.

<p>New actions following from the recommendation:</p> <p>Research the arrangements that other LAs in Wales have with their businesses who want to promote their services with them.</p> <p>Review our current requirement to only accept graded properties on our tourism website and consider a policy statement for this.</p> <p>Report the findings of the visitor and trade surveys to relevant Cabinet Members and the DMP Steering Group.</p>
<p>Cabinet Member Comments:</p> <p>We welcome a review of the current approach across Wales and to receiving a report as to how changes would impact upon the destination marketing plans in the future.</p>
<p>Recommendation is AGREED</p>

<p>Recommendation 6</p>
<p>We recommend that the Authority explores introducing an information and availability phone line for holiday accommodation in the area. If this includes a booking system, and commission is charged, it could pay for itself.</p>
<p>Relevant Policy Commitments: Destination Management Plan 2017-2020</p>
<p>Action already being undertaken:</p> <p>In 2016, due to financial cuts, the Council made the decision to close the Tourist Information Centre; a trend reflected across Wales and England over recent years. The TIC acted as a one-stop shop for visitors seeking information about the area and offered an accommodation booking service in return for a small fee. However, demand for this service reduced as online bookings increased. Local accommodation providers were also reluctant to pay a nominal commission / booking fee to the TIC.</p> <p>The general shift towards the Internet paved the way for the digital transformation of our services and substantial investment in www.visitswanseabay.com. We refocussed our marketing a number of years ago when we ceased the production of a printed holiday guide and its 'mailed' distribution via a distribution agency. Our digital strategy now strongly focuses on increasing web visits and social media followers, stimulating online engagement as well as capturing</p>

<p>segmented and profiled email addresses for use in future marketing activity.</p> <p>Today, businesses are far more digitally advanced than ever before and most offer online booking facilities on their website or via third party sites.</p> <p>Via Visitswanseabay.com, we also offer Partners the chance to upload their 'Late Availability' on the tourism website to fulfil any last-minute vacancies.</p>
<p>New actions following from the recommendation:</p> <p>None - this is a strategy most LAs are following across Wales, as is Visit Wales. We will continue to promote all aspects of the destination online and keep abreast of the latest digital developments.</p>
<p>Cabinet Member Comments:</p> <p>The ongoing transformation and development of the service is in response to customer behaviour and industry trends. Retaining adequate level of resources is the current priority in order to ensure the sustainability of the service and, consequently, the sector.</p>
<p>Recommendation is NOT AGREED</p>

<p>Recommendation 7</p>
<p>We would like to see the Authority make use of the membership of national organisations to market eco-tourism in the area such as National Trust, RSPB etc.</p>
<p>Relevant Policy Commitments: Well-Being of Future Generations (Wales) Act 2015 Environment (Wales) Act 2016 Corporate Priority: Maintaining and enhancing Swansea's Natural Resources and Biodiversity Council's Section 6 Biodiversity Plan (and associated Corporate Biodiversity Action Plan) Green Infrastructure Strategy Destination Management Plan 2017-2020</p>
<p>Action already being undertaken:</p> <p>Eco-tourism is not a market we are in a position to currently proactively promote as outlined above. Resources are stretched and our focus is on driving commercial partnerships. However, it forms part of our marketing campaigns in the sense that we always encourage our visitors to follow responsible tourism principles and to respect the natural environment - appealing to those that favour active, outdoors</p>

pursuits.

We are witnessing businesses becoming increasingly environmentally conscious and aware, and we signpost operators to organisations such as WRAP, Green Key, BayTrans, Swansea Bay Good Food Circle (local produce) etc. in order to reduce their ecological footprint.

New actions following from the recommendation:

Continue to develop our own visitor databases to target throughout the year, as we don't have access to membership databases, such as NT, due to GDPR reasons.

Consider potential advertising with these membership organisations in the future, should the right opportunities arise.

Invite these organisations to future destination management stakeholder events to further promote their services and their role in eco-tourism.

Cabinet Member Comments:

We remain committed to embedding sustainability and protection of the environment in all our priorities and service plans and will continue to do so as much as possible.

Recommendation is **NOT AGREED**

Recommendation 8

We feel that there needs to be a 'whole council' approach to supporting big events in Swansea. Departments such as Refuse and Street Cleansing need to work with the Tourism team to ensure events run smoothly and everything is cleaned up afterwards.

Relevant Policy Commitments:

Destination Management Plan 2017-2020

Action already being undertaken:

Events are a key driver of Tourism. The Special Events Team currently works closely with several other Council departments / teams in order to deliver safe and enjoyable events across the City and County. These include Council organised events and those run by the private sector.

For example:

Highways – road closures, traffic plans, event parking, enforcement, Park & Ride

Parks & Cleansing – event site preparation & reparation; litter collection, recycling

Public Health – food safety, event licensing

Legal – events contracts and indemnities

Communications – corporate press and social media support

Health & Safety – emergency management and contingency planning

Cultural Services Marketing & Tourism team undertake the event marketing activity to residents and visitors.

New actions following from the recommendation:

That the Special Events Team within Cultural Services acts as the first and single point of contact for events and event organisers in relation to the delivery of events and event management enquiries. The delivery of events in public spaces is a cross cutting activity involving all relevant departments as part of our ongoing ability to deliver on the Council's priority of transforming our economy and infrastructure, inclusion and wellbeing factors.

Endeavouring to ensure that associated new developments or major events take into account sustainable development principles where possible and, where feasible, mitigating actions are developed regarding sustainability.

Cabinet Member Comments:

A systematic approach for the whole council, for internal and externally provided events is the preferred operating model.

Recommendation is **AGREED**

Recommendation 9

We would like the Authority to consider ring-fencing a percentage of receipts from car parks to maintain the local destination, including maintaining and cleaning public facilities, etc.

Relevant Policy Commitments:

Destination Management Plan 2017-2020

Action already being undertaken:

The Council adopts an approach where all income is taken into

account when setting directorate and service budgets and as such is built into the medium term financial plan.

Any ring-fencing of income from car parks would have to take place as part of a budget proposal and offset by a compensatory additional budget allocation into the car parks budget.

Alternatively Council could decide as part of the budget process to allocate additional finding to any priority area as part of its annual budget setting process

New actions following from the recommendation:

A coordinated approach to events and resource setting as above, will assist in ensuring a sustainable provision. We will continue to monitor the situation, opportunities and risks, via the Destination Management Plan delivery and sub groups and service planning procedures.

Cabinet Member Comments:

We will continue to consider the best opportunities for income, support mechanisms and sustainability of our services but recognise they are already interdependent and connected in terms of provision, cost and reliance on income. We cannot agree this at present as it would affect the ability of one part of the Directorate to function, in favour of another, so further work would be required on this as part of budget setting and analysis of impact.

Recommendation is **NOT AGREED**

Recommendation 10

We would like marketing videos to show more of what people can do and see if they visit Swansea, such as walking/cycling in Gower and promotion of cultural tourism. We would also like to see more use of 'viral' types of advertising that have proved effective in the past and we would like to see more use of sites with large footfall throughout Swansea to promote/advertise tourism in the area, such as the Market and Quadrant Bus Station.

Relevant Policy Commitments:

Destination Management Plan 2017-2020

Action already being undertaken:

Our marketing activity targets potential visitors from outside Wales, therefore it is not always visible to Swansea residents. We already have a range of promotional videos produced to market the destination, which can be viewed on our YouTube channel at:

www.youtube.com/user/visitswanseabayTV

Our videos are produced in a number of formats so that they can become viral, shared by our partners and are often produced in such a way that they can have a number of different uses.

These videos are promoted online via the tourism website, social media and email marketing to our targeted audiences. This is one of many channels we use to promote the 130 private sector Partners, who have signed up to yearly marketing packages with us.

Our digital content focusses on the main reasons why people visit Swansea Bay, which are the key findings of our visitor survey, i.e. beaches, natural landscape and our coastline.

New actions following from the recommendation:

New videos are already planned for 2020 'Year of the Great Outdoors' however, a strong commitment to continue with this strategy for 2021 and beyond will be vital as Tourism is the only section within the Council, which proactively place-markets the destination.

Cabinet Member Comments:

The digital transformation of the team is reaping benefits and the increasing number of users of these platforms, justifies recent, albeit tough decisions we have had to make. It is critical that the digital content is continually refreshed to continue to be able to target the relevant markets.

Recommendation is **AGREED**

Recommendation 11

Members of the Working Group are happy to promote tourism in Swansea through social media, by posting videos and tweeting links etc. We suggest all councillors are contacted, to ask if they will do the same.

Relevant Policy Commitments:

Destination Management Plan 2017-2020

Action already being undertaken:

We have existing channels that both businesses and consumers follow to receive information, including Facebook, Twitter, YouTube, Instagram, e-newsletters, etc.

We post regular updates and generate a high level of engagement with

our audiences.

New actions following from the recommendation:

To identify and share with all members the digital channels they can follow and sign up to, so they can assist in the promotion of the destination.

Cabinet Member Comments:

I welcome this opportunity for members to share the good work of the team amongst their own networks and help to extend the reach of the campaigns.

Recommendation is **AGREED**

Recommendation 12

We feel that scrutiny needs to look at this topic in more detail than can be done in a one-off working group. We will therefore recommend to the Scrutiny Programme Committee that Tourism is considered as a future scrutiny inquiry topic.

Relevant Policy Commitments:

Well-Being of Future Generations (Wales) Act 2015
Destination Management Plan 2017-2020
Welsh Government 'Partnership for Growth': Strategy for Tourism 2013-2020

Action already being undertaken:

We have presented to scrutiny inquiries in 2014 and 2019 and welcome any further opportunities to raise the profile of Tourism and its importance to the local economy, Council priorities, Welsh Government priorities and the Well-Being of Future Generations Act.

New actions following from the recommendation:

Whilst we would be happy to be part of a future topic, the real challenge lies in ensuring that a tourism strategy for the destination is developed and integrated alongside other council strategies and policies. An ideal starting point for this, at a time when the national strategy is being reviewed, is to present the work of the tourism team to the Policy Development Committee (PDC).

Cabinet Member Comments:

Tourism is a vital part of our employment and resident offer, as well as a generator of income and investment from visitors and businesses.

We are committed to ensuring it continues to thrive and the work of the council in promoting this is recognised and supported accordingly, with local, regional and national stakeholder partnerships in place.

Recommendation is AGREED

2.1 An action plan for the agreed recommendations is attached as **Appendix B**.

3. Equality and Engagement Implications

3.1 A full EIA report will be produced following the review of the current DMP

4. Legal Implications

4.1 There are no legal implications with this report

5. Financial Implications

5.1 There are no specific financial implications for this report

Background Papers:

Destination Management Plan 2017-20 available at www.swansea.gov.uk/dmp

Appendices

Appendix A – Original Scrutiny Report

Appendix B – Proposed Cabinet Action Plan



Report of the Tourism Scrutiny Working Group

Cabinet – 18 July 2019

Scrutiny Report on Tourism

Purpose:	This report presents the findings, conclusions and recommendations resulting from a Scrutiny Working Group on Tourism. Cabinet is required to consider the conclusions and recommendations and respond.
Policy Framework:	Council Constitution
Consultation:	Access to Services, Legal and Finance
Recommendation(s):	It is recommended that: <ol style="list-style-type: none"> 1) Cabinet receives the report and tasks the relevant Cabinet Member to report back to a Cabinet meeting with a written response to the report and recommendations of the Scrutiny Working Group and proposed action(s), for Cabinet decision.
Report Authors:	Councillor Peter Jones Liz Jordan
Finance Officer:	Paul Cridland
Legal Officer:	Tracey Meredith
Access to Services Officer:	Catherine Window

1. Introduction

- 1.1 A one-off Scrutiny Working Group to look at issues around Tourism was established by the Scrutiny Programme Committee. A small number of Working Groups are set up each year to carry out 'light-touch' examination of topics of importance and concern.
- 1.2 A cross-party group of scrutiny councillors were appointed by the Committee and met on 1 May to consider information, ask questions, and discuss Tourism. This report presents the findings, conclusions and recommendations resulting from the Scrutiny Working Group into Tourism, for Cabinet decision.

- 1.3 The convener of the Working Group, Councillor Peter Jones, will present the report and accompanying recommendations.
- 1.4 Cabinet should respond to the report within two months and provide an explanation for any recommendations that are not agreed.
- 1.5 The Scrutiny Programme Committee will be responsible for follow up and monitoring of agreed action with the relevant Cabinet Member during the course of its work.

2. What the Working Group Looked At

2.1 The Working Group looked at:

- Overview in terms of context
- What is being done to promote Wales as a tourist destination
- What is being done to promote Swansea Bay as a tourist destination
- What is the current picture
- Strengths and Weaknesses
- Vision/strategy to promote/sustain tourism for the next 5 to 10 years
- What is the business plan for putting this in place
- Data on why people visit the area
- Findings/recommendations from previous tourism inquiry and follow up and any outstanding issues
- Information on benchmarking with the rest of the UK (Scotland, Ireland)
- Any other information the department thinks it would be useful for the Working Group to consider.

2.2 The Working Group heard from the Cabinet Member for Investment, Regeneration and Tourism along with the Tourism and Marketing Manager and the Strategic Manager, Tourism, Marketing and Events. A written report was provided by the Cabinet Member for discussion.

2.3 The Working Group also received presentations on sustainable/eco-tourism from Officers from Gower AONB, Nature Conservation and Countryside Access teams.

3. Findings

3.1 Sustainable / Eco-Tourism Presentations

3.1.1 Chris Lindley, Gower AONB Team Leader, Deb Hill, Nature Conservation Team Leader and Chris Dale, Countryside Access Team Leader attended to present an overview of the work the Authority undertakes in relation to sustainable/eco-tourism.

3.1.2 The following main issues were discussed:

- Important to recognise the value of natural environment to tourism and the economy.
- As well as Gower, the River Tawe Corridor is also important to tourism. The Local Development Plan has just been agreed and includes access to riverbank along Tawe corridor.
- Working Group pleased to see how much hard work is being done by Authority.
- There is a lot more the Authority could do in relation to tourism if it had the resource but budget has been reduced by 50% in some areas over last 3 years. Department welcomes recommendations from scrutiny on things that can be done with minimum resource.
- Eco-tourism is very important for Gower. Working Group would like to see work on off-road cycling network brought forward. Estimated cost to do this is £50,000 (mostly in legal fees). Working Group recommends that money is found to fund production of a cycle map.
- All walking/cycling/trail riding routes are available on line.
- Signage in Gower could be better. It needs to be accurate and replaced if damaged or disappeared. There is lack of funding available for this work.
- Statutory duty to signpost footpaths/bridle paths. Members should inform Department if aware of signage issue for these areas and they will rectify.
- European Union is one of the biggest funders for this work. Uncertainty with grants after Brexit.
- More use should be made of volunteers to repair footpaths etc. This has already worked well in one area of Swansea.
- Important to have joined up way of recording and promoting everything going on in the area. Swansea Bay 'Surfari' campaign including campervan at Gower Show was very good. Ideas like this should be used more.
- In Llangollen, there is one number to ring to find out availability of accommodation and to contact hotels etc. There is a charge for using this line so it pays for itself. Would be a good idea for Swansea to do this, if it is not already.
- Would be good to have deck chairs back on Swansea beach. However, the issue of maintenance may be a problem.
- In terms of marketing eco-tourism opportunities, the Authority should make use of memberships of national organisations. Could look at establishing a group again with Natural Resources Wales and other national organisations represented.

3.2 Tourism Report and Presentation

- 3.2.1 Robert Francis-Davies, Cabinet Member for Investment, Regeneration and Tourism; Steve Hopkins, Tourism and Marketing Manager and Frances Jenkins, Strategic Manager, Tourism, Marketing and Events attended to present an overview of marketing and development of tourism delivered by the Authority, based on the brief provided by the Working Group prior to the meeting, and answer the Working Group's questions.

3.2.2 The following main issues were discussed:

- Tourism and Marketing is a small team of four staff. They are focussing their marketing efforts on North West England, South West England, London and Birmingham.
- Need to ensure big events in Swansea are supported by all departments - emptying bins, cleaning up afterwards etc. as this affects people's opinions. There has to be a whole Council approach.
- Have to make Gower work as a tourist destination whilst still protecting the environment and recognising it is also a place where people live. It is not easy to get the balance right.
- The Skyline will be a big tourist attraction if it goes ahead. Signs are positive.
- A percentage of receipts from car park charges should be used to maintain the destination. However, the cost of car parking should not increase in order to fund local destinations as the cost of parking is a barrier to tourism.
- Working Group Members are happy to tweet tourism videos and put on their social media pages.
- Important for different types of accommodation to be made available in the area including pubs, bed and breakfasts, family run hotels and campsites. Should look at good practice from other areas with regards marketing of accommodation in Swansea
- Working Group would like to see more advertising like the 'EPIC' banner at Rhosilli last year. This 'viral' sort of advertising is good use of the budget.
- Marketing videos are good but could be longer and include more activities such as hiking/trail walking and the Copper Works.
- Department tends to focus on operators. Would be worth investigating using booking site that the Authority would receive commission from.
- Tourism is now an all-year-round business.
- Glamping pods are a good idea for extending the season.
- Access to and capacity of campsites on Gower is an issue.
- Working Group feels planning policies hinder tourism, for example, a campsite on Gower was asked to remove 'pods' as they did not meet some planning regulations, the owners of the campsite had to go through a long process to show they did meet planning regulations; There have been planning issues regarding access to Three Cliffs campsite. If we want to remain a tourist destination we need to change planning.
- Authority should use sites with large footfall all over City and County of Swansea to promote/advertise tourism in the area. Should look into using big screen more; using walls at entrances to Swansea Market to advertise local areas; displaying information at the Railway Station and the Quadrant Bus Station; and consider the possibility of pop ups on the main artery roads when arriving into Swansea.
- Authority needs to advertise cultural tourism in Swansea on different platforms such as videos.
- Need to work with BID in promoting tourism in Swansea.

4. Conclusions and Recommendations

- 4.1 The Working Group was pleased to see how much hard work is being done by the Authority to promote tourism in the area. We feel that there is a lot more the Authority could do but recognise that this is restricted by the budget that has reduced drastically in recent years.
- 4.2 We feel it is important to recognise the value of the natural environment to tourism and the economy and recommend that:
 - a. Work on an off-road cycling network is brought forward and that money is found to fund the production of a cycling map for the area (estimated at £50,000, mostly in legal fees).
 - b. Consideration is given to making more use of volunteers to help maintain our environmental assets such as footpaths, steps etc. This is a valuable resource for the Authority and can be a great learning and social experience for volunteers.
- 4.3 The Working Group would like to see an improvement in signage especially in Gower. Many signs are missing or in need of repair. The Authority has a statutory duty to signpost footpaths and bridle paths and we would like people to be made aware that if the Department is informed of any signage issues for these areas they will rectify them.
- 4.4 We are concerned about funding post Brexit and recommend that a piece of work is undertaken to identify future grant funding possibilities.
- 4.5 We feel that the Authority should look at good practice from other areas regarding the marketing of accommodation in Swansea.
- 4.6 We recommend that the Authority explores introducing an information and availability phone line for holiday accommodation in the area. If this includes a booking system, and commission is charged, it could pay for itself.
- 4.7 We would like to see the Authority make use of the membership of national organisations to market eco-tourism in the area such as National Trust, RSPB etc.
- 4.8 We feel that there needs to be a 'whole council' approach to supporting big events in Swansea. Departments such as Refuse and Street Cleansing need to work with the Tourism team to ensure events run smoothly and everything is cleaned up afterwards.
- 4.9 We would like the Authority to consider ring-fencing a percentage of receipts from car parks to maintain the local destination, including maintaining and cleaning public facilities etc.
- 4.10 We would like marketing videos to show more of what people can do and see if they visit Swansea, such as walking/cycling in Gower and promotion of cultural tourism. We would also like to see more use of 'viral' types of advertising that have proved effective in the past and we would like to see

more use of sites with large footfall throughout Swansea to promote/advertise tourism in the area, such as the Market and Quadrant Bus Station.

- 4.11 Members of the Working Group are happy to promote tourism in Swansea through social media, by posting videos and tweeting links etc. We suggest all councillors are contacted, to ask if they will do the same.
- 4.12 We feel that scrutiny needs to look at this topic in more detail than can be done in a one-off working group. We will therefore recommend to the Scrutiny Programme Committee that Tourism is considered as a future scrutiny inquiry topic.

5. Equality and Engagement Implications

5.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

Any recommendations agreed by Cabinet will be subject to the council's EIA process.

6. Financial Implications

6.1 There is a financial implication to two recommendations in this report. Recommendation 4.2a - if accepted, the cost of production of a cycle map for the area is estimated at £50,000. Recommendation 4.9 – if accepted, would have a financial implication on how receipts from car parking are used. Any costs arising would need to come from existing resources or would be subject to the usual budget process for future years.

7. Legal Implications

7.1 There are no specific legal implications at this stage.

Background Papers: None.

Appendices: None.

Scrutiny Inquiry into Tourism – Cabinet Action Plan

(NB Only include the recommendations agreed, in the action plan)

Recommendation	Action already being undertaken	New Action Proposed	Timescale	Responsible Officer	
1.	The Working Group was pleased to see how much hard work is being done by the Authority to promote tourism in the area. We feel that there is a lot more the Authority could do but recognise that this is restricted by the budget that has reduced drastically in recent years.	Over the last 3 years, we have been working towards a 50% reduction in budget. This has resulted in the closure of the Tourist Information Centre (2016) and the refocussing of activity in line with a digital strategy, which will increase more web visits, increase social media followers and engagement and capture additional segmented and profiled email addresses.	Having just reviewed the Destination Management Plan (DMP), one of the recommendations is to ensure greater input from those Heads of Service whose service areas play an important role in the management of the destination. These will be invited to future steering group meetings. Cabinet Member comment: 'Consider how a Tourism Strategy may also be introduced, working alongside the current DMP.'	2020/21	Steve Hopkins
2.	We feel it is important to recognise the value of the natural environment to tourism and the economy and recommend that: a. Work on an off-road cycling network is brought forward and that money is found to fund the	The Council has a duty under the Environment (Wales) Act to 'maintain and enhance biodiversity' and to 'promote the resilience of ecosystems'. Each	In response to the specific recommendations: a) off-road cycling network and map:	2020-onwards	Chris Dale

	<p>production of a cycling map for the area (estimated at £50,000, mostly in legal fees).</p> <p>b. Consideration is given to making more use of volunteers to help maintain our environmental assets such as footpaths, steps etc. This is a valuable resource for the Authority and can be a great learning and social experience for volunteers.</p>	<p>Council function / Service Area should now be considering where and how they can achieve this through their service/business plans. The Corporate Biodiversity working group will provide a vehicle for raising awareness and encouraging best practice.</p> <p>The natural environment plays an important role in tourism and consistently comes up as one of the main reasons why people visit our area. As such, sustainability is one of the four key priorities in the Destination Management Plan and the Tourism Team encourages responsible tourism throughout our marketing activity, e.g. recycling, reducing ecological footprint, sustainable transport, walking/cycling, using local produce, etc.</p>	<p>We've previously investigated this but Active Travel money cannot be used for non-urban routes.</p> <p>The possibility of a Gower off-road cycle route is at early stages of consideration. This project would develop and promote a network of bridleways as a way of enjoying the countryside by bike. It would enable visitors to explore large areas of Gower AONB by bicycle and cross much of the landscape including the high points of all the major hills. There would however be some unavoidable short road sections. It is estimated the cost of the initial phases including physical works, legal processes, landowner compensation, etc. would cost £26,000. There is currently no budget available for such works, so grant funding will need to be identified, but it unlikely to cover full costs and future management</p>		
--	---	--	--	--	--

			<p>implications.</p> <p>b) volunteers to help maintain environmental assets</p> <p>The Council already uses volunteers, for example the Ramblers, for such purposes. However, active, committed volunteers are only one part of a solution to meeting the demands of the service currently, which also includes equipment, supervision, training and transport costs. Even if the number of volunteers and volunteer days was doubled, the impact on the amount of maintenance needed would be minimal and so we are not in a position to increase our responsibilities as a result. However, the Service is in the process of appointing a Welsh Government funded, volunteer coordinator, to increase the number of volunteer projects undertaken and we welcome the support to</p>	2020/23	Deb Hill
--	--	--	---	---------	----------

			<p>promote this, within the context of the information above.</p> <p>Recommendation is Partly Agreed to investigate grant funding for the network and increase the recruitment of volunteers</p>		
3.	<p>The Working Group would like to see an improvement in signage especially in Gower. Many signs are missing or in need of repair. The Authority has a statutory duty to signpost footpaths and bridle paths and we would like people to be made aware that if the Department is informed of any signage issues for these areas they will rectify them.</p>	<p>Regarding different signage:</p> <p>Highways signage – a comprehensive audit was conducted a few years ago in partnership with Highways. Findings were forwarded to maintenance team for repairs / replacement. Some improvements still outstanding due to lack of budget to address all issues.</p> <p>Footpaths / bridleways signage – it is a statutory duty of the Council's Countryside Access Team to rectify any signage issues with footpaths and bridleways. However signage is only appropriate where the footpath or bridleway is</p>	<p>Await the findings of the 2019 visitor and trade surveys to see if there are issues with highways signage.</p> <p>Highways signage: consider another strategic audit for 2020 if resources could be ring-fenced for any identified improvements and repairs.</p> <p>Consider a site-specific, co-ordinated approach to signage between the various Council teams and allocate responsibility/pool resources for on-going maintenance.</p> <p>Cabinet Member comments: 'Consider funding application and</p>	2020/21	<p>Relevant Council Officers from Place Directorate depending on nature of signage (e.g. Highways, Cultural Services and Regeneration)</p>

		<p>fully accessible, i.e. maintained in a good condition. Due to reduced maintenance budget and grant availability the number of footpaths and bridleways the Council is able to maintain in a good condition is decreasing every year.</p> <p>Waymarks Fingerposts – an audit was conducted 2 years ago at various Council-run beaches and a rolling programme is in place to repair/replace the wooden fingerposts on the seafront as and when budget becomes available. Langland Bay was completed this year and Caswell is to follow.</p> <p>Statutory Signage – e.g. dog ban, water quality, bye-laws, restrictions, planning notices, etc.</p> <p>Promotional / Interpretation Signage – e.g. Blue Flags, Lobster Campaign, Smoke-free Beaches, safety messages, etc.</p>	<p>opportunity for policy commitments to resource signage improvement.’</p> <p>Recommendation is AGREED subject to budget constraints</p>		
--	--	---	---	--	--

		<p>Signage 'clutter' is a recurring issue across the destination, however it becomes more evident in the traditional hotspots such as Port Eynon for example, where a lot of different signs have been erected over the years but not removed (where relevant) or maintained (where needed). This is mainly due to the fact that signage, (as outlined above) has varying functions across different services and each with reduced or zero resources to apply a coordinated approach to ongoing maintenance or replacement.</p>			
4.	<p>We are concerned about funding post Brexit and recommend that a piece of work is undertaken to identify future grant funding possibilities.</p>	<p>The Economic Development and External Funding Team subscribes to an online grants database and continually monitors available grant and loan funding opportunities.</p> <p>There is a need for continued engagement with Welsh Government to influence the shape of tourism funding post</p>	<p>Explore innovative funding and investment strategies and borrow prudently to support the City Deal, only when it is right to do so.</p> <p>Implement a joined up approach to all public expenditure and the use of buildings and resources to ensure we can continue to do more with less and can seek</p>	2020/21	Paul Relf

		<p>Brexit, and to explore partnership funding models where other organisations may be in a better position to bid for funding but with the backing and support of the Council.</p> <p>There is some success already with this approach, e.g. Hafod Copperworks Musgrave Engine House project working with Swansea University and Friends of Hafod-Morfa Copperworks. External funding from EU sources has been decreasing as a percentage of overall external funding secured in recent years.</p> <p>The City Deal and regeneration of Hafod Copperworks remain a key priority for the Council in improving economic wellbeing and tourism in the area.</p>	<p>the wider and more imaginative community use of public assets, such as Council-owned buildings.</p> <p>Continue to explore collaborative and innovative ways in which local services can be financed and delivered most efficiently, and how the value of council assets can be maximised.</p> <p>In any new DMP action plan, ED&EFT to review actions and identify potential funding streams</p> <p>Continue engagement with Welsh Government to influence shape of tourism funding post Brexit</p> <p>Explore potential partnership funding models for future projects.</p>		
5.	We feel that the Authority should look at good practice from other areas regarding the marketing of accommodation in Swansea.	The accommodation sector is part of a destination's overall tourism offer and is intrinsically linked to	Research the arrangements that other LA's in Wales have with their businesses who want to promote their	2020/21	Steve Hopkins

		<p>other elements such as activities, attractions, food & drinks and major events.</p> <p>Our marketing campaigns focus on promoting the destination as a whole rather than just the accommodation sector.</p> <p>However, we do have a comprehensive 'Where To Stay' section on the official tourism website with 56 listed private sector accommodation providers (e.g. hotels, B&Bs, hostels, caravan and camping sites, etc.). These are businesses/organisations who buy into a yearly marketing package with the Council, i.e. Visit Swansea Bay Marketing Partners.</p> <p>Our current requirement is that all accommodation operators on the tourism website must be inspected and graded/listed with either VisitWales or The AA.</p>	<p>services with them.</p> <p>Review our current requirement to only accept graded properties on our tourism website and consider a policy statement for this.</p> <p>Report the findings of the visitor and trade surveys to relevant Cabinet Members and the DMP Steering Group.</p>		
--	--	--	--	--	--

		<p>Although this provides re-assurance to visitors and a level of protection for the Council in case of a complaint, this also restricts the number of businesses that can be recruited as Marketing Partners. It also doesn't reflect the way visitors now search for accommodation i.e. they search for brands, recommendations and increasingly, through the sharing economy.</p> <p>Some operators, whether graded or not, choose to promote their property through other, unregulated sharing economy networks such as Airbnb or local private websites (e.g. gower.com).</p> <p>We already undertake regular benchmarking exercises to assess how other comparable destinations market themselves and also exchange good practice e.g. through BRADA (British Resorts and Destinations Association) of which we</p>			
--	--	---	--	--	--

		<p>are members.</p> <p>A few years ago, we also worked with Visit Wales in appointing a consultancy to undertake an Accommodation Demand Study. This work has informed some of the most recent hotel developments in the City Centre.</p> <p>STEAM figures and occupancy figures are also a good benchmark to determine how Swansea compares to the Welsh average and other destinations. Swansea occupancy figures for serviced accommodation, for example, are consistently higher than the Wales average and the STEAM figures demonstrate continuous growth.</p> <p>Regular visitor surveys give us an insight into who our visitors are, where they come from, where they stay, how they booked their holiday, how much they</p>			
--	--	---	--	--	--

		<p>spent, whether they are satisfied with their visit and likely to visit again and/or recommend us to others. We are able to use this intelligence to target our marketing activity more effectively.</p> <p>We are also planning a tourism trade survey for this Autumn to benchmark destination performance against the 2012 findings. Questions revolve mainly around destination management issues.</p>			
8.	<p>We feel that there needs to be a 'whole council' approach to supporting big events in Swansea. Departments such as Refuse and Street Cleansing need to work with the Tourism team to ensure events run smoothly and everything is cleaned up afterwards.</p>	<p>Events are a key driver of Tourism. The Special Events Team currently works closely with several other Council departments / teams in order to deliver safe and enjoyable events across the City and County. These include Council organised events and those run by the private sector. For example:</p> <p>Highways – road closures, traffic plans, event parking, enforcement, Park & Ride</p>	<p>That the Special Events Team within Cultural Services acts as the first and single point of contact for events and event organisers in relation to the delivery of events and event management enquiries.</p> <p>The delivery of events in public spaces is a cross cutting activity involving all relevant departments as part of our ongoing ability to deliver on the Council's priority of transforming our economy and</p>	2020/21	David Price-Deer

		<p>Parks & Cleansing – event site preparation & reparation; litter collection, recycling</p> <p>Public Health – food safety, event licensing</p> <p>Legal – events contracts and indemnities</p> <p>Communications – corporate press and social media support</p> <p>Health & Safety – emergency management and contingency planning</p> <p>Cultural Services Marketing & Tourism team undertake the event marketing activity to residents and visitors.</p>	<p>infrastructure, inclusion and wellbeing factors.</p> <p>Endeavouring to ensure that associated new developments or major events take into account sustainable development principles where possible and, where feasible, mitigating actions are developed regarding sustainability.</p>		
10.	<p>We would like marketing videos to show more of what people can do and see if they visit Swansea, such as walking/cycling in Gower and promotion of cultural tourism. We would also like to see more use of ‘viral’ types of advertising that have proved effective in the past and we would like to see more use of sites with large footfall throughout Swansea to promote/advertise</p>	<p>Our marketing activity targets potential visitors from outside of Wales, therefore it is not always visible to Swansea residents.</p> <p>We already have a range of promotional videos produced to market the destination,</p>	<p>New videos are already planned for 2020 ‘Year of the Great Outdoors’ however, a strong commitment to continue with this strategy for 2021 and beyond will be vital as Tourism is the only section within the Council, which proactively place-</p>	2020/21	Steve Hopkins

	<p>tourism in the area, such as the Market and Quadrant Bus Station.</p>	<p>which can be viewed on our YouTube channel at: www.youtube.com/user/visitswanseabayTV</p> <p>Our videos are produced in a number of formats so that they can become viral, shared by our partners and are often produced in such a way that they can have a number of different uses.</p> <p>These videos are promoted online via the tourism website, social media and email marketing to our targeted audiences. This is one of many channels we use to promote the 130 private sector Partners, who have signed up to yearly marketing packages with us.</p> <p>Our digital content focusses on the main reasons why people visit Swansea Bay, which are the key findings of our visitor survey, i.e. beaches, natural landscape and our coastline.</p>	<p>markets the destination.</p>		
--	--	---	---------------------------------	--	--

11.	Members of the Working Group are happy to promote tourism in Swansea through social media, by posting videos and tweeting links etc. We suggest all councillors are contacted, to ask if they will do the same.	<p>We have existing channels that both businesses and consumers follow to receive information, including Facebook, Twitter, YouTube, Instagram, e-newsletters, etc.</p> <p>We post regular updates and generate a high level of engagement with our audiences.</p>	To identify and share with all members the digital channels they can follow and sign up to, so they can assist in the promotion of the destination.	2020/21	Steve Hopkins
12.	We feel that scrutiny needs to look at this topic in more detail than can be done in a one-off working group. We will therefore recommend to the Scrutiny Programme Committee that Tourism is considered as a future scrutiny inquiry topic.	We have presented to scrutiny inquiries in 2014 and 2019 and welcome any further opportunities to raise the profile of Tourism and its importance to the local economy, Council priorities, Welsh Government priorities and the Well-Being of Future Generations Act.	Whilst we would be happy to be part of a future topic, the real challenge lies in ensuring that a tourism strategy for the destination is developed and integrated alongside other council strategies and policies. An ideal starting point for this, at a time when the national strategy is being reviewed, is to present the work of the tourism team to the Policy Development Committee (PDC).	2020/23	Steve Hopkins

Agenda Item 10



Report of the Chair

Scrutiny Programme Committee – 13 January 2020

Scrutiny Letters

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

1. Introduction

- 1.1 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:

	Activity	Meeting Date	Correspondence
a	Committee (Q & A Session)	14 Oct	Letter to / from Cabinet Member for Education Improvement, Learning & Skills
b	Regional Inquiry Follow Up	15 Oct	Letter to Cabinet Member for Economy & Strategy (Leader)
c	Committee (Pre-decision scrutiny – Housing)	18 Nov	Letter to / from Cabinet Member for Homes, Energy & Services Transformation

	Commissioning Review)		
--	-----------------------	--	--

3.3 Key Points:

- 3.3.1 Regional Working Inquiry Follow Up (convener Cllr Lyndon Jones) - A meeting of the Inquiry Panel was held on 15 October to follow up on the implementation of recommendations that were agreed by Cabinet and assess the impact of this scrutiny.

Since the inquiry concluded in 2018, there has been some movement in relation to regional working in Wales. This includes clearer details from Welsh Government on proposals for improved collaboration and the operation of Joint Committees. In addition, the WLGA have been involved in detailed discussions with Welsh Government and a Wales Bill detailing these and other changes is now imminent. The Panel heard that the Chief Executive has been holding informal discussions with the Minister and with senior civil servants with a view to preparing a regional proposition, with preference for a four council footprint in South West Wales as a basis for future partnership arrangements – Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire.

The Panel were pleased that the inquiry had helped to raise the profile of regional working and has informed and began to provide clarity on the Council's approach to regional collaboration.

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 (10 May 2019 - 28 May 2020)

Ave. Response Time (days): 21 (target within 21 days) % responses within target: 69

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Adult Services Performance Panel	16-Apr	Adult Services Improvement Plan and follow up on recommendations in WAO report on commissioning of accommodation services	Care, Health & Ageing Well	13-May	22-May	9	n/a
2	Child & Family Services Performance Panel	29-Apr	Performance Monitoring and WG's LA LAC Reduction Expectation	Children Services - Early Years	14-May	n/a	n/a	n/a
3	Committee	08-Apr	Cabinet Member Q & A Session	Better Communities	03-Jun	n/a	n/a	08-Jul
4	Schools Performance Panel	02-May	Joint Schools and Child and Family Services to look at outcomes of LAC	Education Improvement, Learning & Skills	10-Jun	01-Jul	21	n/a
5	ERW Scrutiny Cllr Group	03-Jun	ERW Improvement Programme	Education Improvement, Learning & Skills	24-Jun	23-Jul	n/a	n/a
6	Service Improvement & Finance Performance Panel	24-Jun	WAO Data Use	Business Transformation & Performance (Deputy Leader)	04-Jul	24-Jul	20	n/a

7	Adult Services Performance Panel	20-Jun	Work Programme and correspondence received by convener	Care, Health & Ageing Well	08-Jul	26-Jul	18	n/a
8	Adult Services Performance Panel	20-Jun	WAO report on Housing Adaptations	Homes & Energy	08-Jul	29-Jul	21	n/a
9	Child & Family Services Performance Panel	26-Jun	Cabinet Member Q & A Session and draft work programme	Children Services - Early Years	10-Jul	n/a	n/a	n/a
10	Committee	13-May	Cabinet Member Q & A Session	Delivery	11-Jul	01-Aug	21	12-Aug
11	Committee	13-May	Cabinet Member Q & A Session	Investment, Regeneration & Tourism	12-Jul	01-Aug	20	12-Aug
12	Public Services Board Performance Panel	04-Jul	Governance Structure and Annual Report	Chair of Public Services Board	16-Jul	n/a	n/a	
13	Service Improvement & Finance Performance Panel	13-May	Commissioning Review Update - Q3 Performance Monitoring Report	Business Transformation & Performance (Deputy Leader)	25-Jul	15-Aug	21	n/a
14	Development & Regeneration Performance Panel	17-Jul	WAO Services to Rural Communities	Investment, Regeneration & Tourism	30-Jul	22-Aug	23	n/a
15	Education	11-Jul	Dylan Thomas School re: wellbeing	Education Improvement, Learning & Skills	31-Jul	05-Aug	5	n/a

16	Development & Regeneration Performance Panel	17-Jul	WAO - LG services to rural communities - Ken Skates	Investment, Regeneration & Tourism	20-Aug		n/a	n/a
17	Development & Regeneration Performance Panel	17-Jul	WAO - LG services to rural communities - Lesley Griffiths	Investment, Regeneration & Tourism	20-Aug		n/a	n/a
18	Committee	01-Aug	Housing Commissioning Review Progress	Homes & Energy	21-Aug	n/a	n/a	09-Sep
19	Development & Regeneration Performance Panel	31-Jul	Dashboard Update	Economy & Strategy (Leader)	23-Aug	n/a	n/a	n/a
20	Development & Regeneration Performance Panel	31-Jul	Transport Update	Environment & Infrastructure Management	28-Aug	n/a	n/a	n/a
21	Service Improvement & Finance Performance Panel	19-Aug	Finance Reports	Economy & Strategy (Leader)	30-Aug	18-Sep	19	n/a
22	Service Improvement & Finance Performance Panel	19-Aug	Annual Performance Monitoring Report 18/19	Business Transformation & Performance (Deputy Leader)	04-Sep	15-Oct	41	n/a
23	Committee	12-Aug	Cabinet Member Q & A Session	Business Transformation & Performance (Deputy Leader)	09-Sep	08-Oct	29	11-Nov
24	Adult Services Performance	30-Jul	West Glamorgan Programme, Performance Monitoring, Financial Outturn, Annual CIW letter	Care, Health & Ageing Well	09-Sep	n/a	n/a	n/a

25	Adult Services Performance Panel	20-Aug	Outcomes of re-procurement process - domiciliary care and respite at home	Care, Health & Ageing Well	09-Sep	07-Oct	28	n/a
26	Committee	09-Sep	Pre-decision Scrutiny: Enterprise Resource Planning System	Business Transformation & Performance (Deputy Leader)	11-Sep	08-Oct	27	11-Nov
27	Service Improvement & Finance Performance Panel	16-Sep	Charges	Business Transformation & Performance (Deputy Leader)	24-Sep	11-Nov	48	n/a
28	Child & Family Services Performance Panel	28-Aug	Performance Monitoring, Feedback on CIW Inspection Report and CIW Performance Review and Letter	Children Services - Early Years	30-Sep	05-Nov	36	n/a
29	Schools Performance Panel	12-Sep	Elective Home Education and performance of FSM pupils	Education Improvement, Learning & Skills	01-Oct	15-Oct	14	n/a
30	Service Improvement & Finance Performance Panel	16-Sep	Archive Service	Investment, Regeneration & Tourism	01-Oct	12-Nov	42	n/a
31	Natural Environment Performance Panel	25-Sep	Natural Environment Overview	Delivery & Performance	04-Oct	22-Oct	18	n/a
32	Natural Environment Performance Panel	25-Sep	Letter to WG (Lesley Griffiths) - Funding for NE issues and penalties in legislation	Delivery & Performance	04-Oct	25-Oct	n/a	n/a
33	Brexit Working Group	23-Sep	Council's preparedness for Brexit	Economy & Strategy (Leader)	08-Oct	22-Oct	14	11-Nov

34	Adult Services Performance Panel	24-Sep	Supported Living Developments and Procurement Practice and Assurance	Care, Health & Ageing Well	14-Oct	11-Nov	28	n/a
35	Committee	09-Sep	Cabinet Member Q & A Session	Homes, Energy & Service Transformation	16-Oct	29-Oct	13	11-Nov
36	Adult Services Performance Panel	24-Sep	Follow up letter on Supported Living Developments	Care, Health & Ageing Well	21-Oct	01-Nov	11	n/a
37	ERW Scrutiny Cllr Group	23-Sep	Regional Scrutiny of ERW	Education	22-Oct	n/a	n/a	n/a
38	Regional Working Inquiry	15-Oct	Impact and follow up	Economy & Strategy (Leader)	04-Nov	n/a	n/a	13-Jan
39	Schools Performance Panel	17-Oct	Pemclawdd Primary School	Education Improvement, Learning & Skills	04-Nov	n/a	n/a	n/a
40	Committee	14-Oct	Cabinet Member Q & A Session	Education Improvement, Learning & Skills	07-Nov	27-Nov	20	13-Jan
41	Adult Services Performance Panel	29-Oct	Commissioning of Residential Care; Performance Monitoring; AS Transformation Programme	Care, Health & Ageing Well	11-Nov	n/a	n/a	n/a
42	Service Improvement & Finance Performance Panel	21-Oct	Q1 Performance Monitoring	Delivery & Performance	19-Nov	n/a	n/a	n/a
43	Service Improvement & Finance Performance Panel	21-Oct	Recycling and Landfill Annual Report	Environment & Infrastructure Management	19-Nov	20-Nov	1	n/a

44	Committee	18-Nov	Pre-decision Scrutiny: Housing Commissioning Review Findings	Homes, Energy & Service Transformation	20-Nov	09-Dec	19	13-Jan
45	Development & Regeneration Performance Panel	18-Nov	Dashboard Update and pre-decision: Swansea Central Phase 1 Final Delivery Report	Economy & Strategy (Leader)	27-Nov	09-Dec	12	n/a
46	Child & Family Services Performance Panel	28-Oct	CAMHS Update; Youth Offending Service; Safe LAC Reduction Strategy	Children Services - Early Years	27-Nov	n/a	n/a	n/a
47	Natural Environment Performance Panel	22-Oct	Public Request for Scrutiny: Gull Nuisance	Environment & Infrastructure Management	27-Nov	17-Dec	20	n/a
48	Schools Performance Panel	14-Nov	Healthy Schools Initiative and the Our National Mission for Education	Education Improvement, Learning & Skills	28-Nov	n/a	n/a	n/a
49	Adult Services Performance Panel	19-Nov	Telecare and community alarms commissioning review; Workforce Development Plan; Improving Performance Data	Care, Health & Ageing Well	09-Dec	n/a	n/a	n/a
50	Committee	11-Nov	Cabinet Member Q & A Session	Children Services	23-Dec			
51	Service Improvement & Finance Performance Panel	09-Dec	Q2 Budget Monitoring, Mid-year Budget Statement	Economy & Strategy (Leader)	02-Jan			
52								
53								
54								
55								
56								
57								



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

BY EMAIL

cc Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2019-20/7

07 November 2019

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 14 October 2019. It is about Pupil Health & Safety, Climate Change / Biodiversity in Schools, School Condition Surveys, Education Through Regional Working (ERW), School Attendance, NEETS, Skills & Talent City Deal Project, and Learning Opportunities for Adults with Disabilities.

Dear Councillor Raynor,

Cabinet Member Question Session – 14 October

Thank you for attending the Scrutiny Programme Committee on 14 October 2019 and answering questions on your work as Cabinet Member for Education Improvement, Learning & Skills. We also thank the Director of Education, Nick Williams, and the Head of Vulnerable Learner Service, Mark Sheridan, for their support and contributions to the session.

We appreciate you providing a written paper in support of your appearance at October's Committee meeting. 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, and share the views of the Committee, and highlight any outstanding issues / actions for your response. The main issues are summarised below:

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

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

Pupil Health & Safety

A concern that we have previously expressed has been around the risk to pupils' respiratory health from vehicles waiting with engines running in the vicinity of schools, including contracted buses / coaches and taxis. You had agreed last year to ensure that governing bodies would be asked to consider whether or not their wellbeing policies take into account health risks associated with exhaust emissions and request that they agree a strategy for communicating a message to parents. We also felt that schools participating in the Eco-Schools Programme could be encouraged to look at this issue.

We noted from your written paper that:

- the Pollution Control and Private Sector Housing Team currently assess local air quality in accordance with Welsh Government Policy
- there are several monitoring sites around Swansea that have been created in order to quantify the exposure for school children on their way to school
- currently there are no exceedances of the National Air Quality Objectives for Nitrogen Dioxide at school sites being monitored.

You undertook to write to the Committee to confirm where specifically the monitoring of air quality around school sites was taking place.

You urged anyone concerned to pass evidence about the conduct of those driving school transport vehicles, such as vehicle registration numbers, to the Council in order to enforce the contract.

We also discussed concerns about the conduct of parents / carers in private cars picking up children and dangerous parking around schools, putting lives at risk. We recognised this was a matter for the Council's highways and parking enforcement officers, and asked whether there was any co-ordinated effort to target school sites to make them safer. We certainly felt this required a corporate approach and action. You indicated that your understanding was that regular patrols of schools takes place but have asked for more details about where and when such patrols happen, which you agreed to share with us.

We also asked about actions that schools themselves can take to address the problem. It was noted that unfortunately there have been instances of abuse being directed towards those trying to make traffic around schools safer. You again encouraged people to report such behaviour and pass on vehicle registration numbers to schools. You gave example of initiatives by some schools to use pupils to get the message across about dangerous parking and safety. We noted that a health and safety audit was taking place and discussions being held with schools where there is significant concern. We heard that you felt firmer action may be necessary if problems persist such as considering the restriction of vehicle movements around schools at certain streets and times of the day.

Climate Change / Biodiversity in Schools

We asked you about steps taken to increase the focus in both primary and secondary schools on issues around climate change, environment and biodiversity, given its importance and urgency, and evidence-based education on these issues in schools.

We were pleased to hear about plans to support the growth of such teaching and you specifically referred to an upcoming conference at the end of October, supported by Swansea University, designed to help schools address this agenda.

You provided reassurance that both primary and secondary schools were well placed in terms of 'eco' awareness and understanding, and pointed to the new Curriculum for Wales 2022, which has a focus on the environment and sustainability.

We also discussed the role of school governors. You will be aware of the recommendations of the Natural Environment Scrutiny Inquiry, which Cabinet responded to in July. Cabinet agreed with the recommendation that all governing bodies appoint an environmental link governor, which the Scrutiny Panel felt could then promote and champion relevant issues, share information, and report on a school's environmental education and activities. We understand the Nature Conservation Team will be liaising with the School & Governor Unit on this. You pointed out that this would be a matter for governing bodies to take forward but highlighted positive steps already taken by school governors in relation to the eco-schools programme, and various environmental schemes delivered in schools.

School Condition Surveys

The Committee referred to the closure of Bishopston Comprehensive due to water damage during the recent spell of poor weather. We asked whether there were any known maintenance issues in relation to the roof, and how often condition surveys were carried out generally for all Swansea schools.

You paid tribute to all involved in resolving the issue at the school to minimise disruption. We understood that the roof at Bishopston was due to be replaced as part of the Council's 21st Century Schools Strategic Programme / Band B funding, therefore nearing end of life. You stressed that the incident was not the result of poor maintenance or incomplete work. You added that work should be commencing early in the new year, and it would now be replaced in one go rather than on a phased basis as was originally envisaged.

We noted that condition surveys of school roofs are carried out annually with results reported to governing bodies and head teachers, who would be expected to discuss implications.

Your written paper referred to the overall Band B Programme funding of £149.5m, subject to the approval of individual project business cases. We asked about the extent of the Council's contribution to this amount, compared with Welsh Government. You referred the Committee to Cabinet papers, which explained the Band B funding arrangement, however agreed to confirm to us in writing the funding split.

We also noted that the £9.642m new build bespoke Pupil Referral Unit (PRU) facility on the Cockett House site is now under construction - scheduled for completion in August 2020 and due to open to pupils in September 2020.

Education Through Regional Working (ERW)

We discussed issues and improvements that have been made to the working of the regional school improvement consortium. The Committee was aware that ERW has been reviewed and reformed during the last two academic years. Your written paper outlined some of the benefits of consortium working in terms of the support and challenge it provides, and reported that schools in Swansea have shown improvement for the fourth successive year under the Welsh Government's school categorisation system. We noted that the Joint Committee has agreed new core functions, namely developing leadership, professional learning for new curriculum and curriculum design. In addition, the Joint Committee has agreed a new staffing structure. As a result, the local authority has retained its challenge advisers for school improvement activity and has rationalised curriculum support staff.

However, you were aware that there were still outstanding challenges to ERW, e.g. the ERW footprint includes a large rural region and rural issues can predominate and can be reflected in the allocation of funding across the region; and one partner authority has issued a notice of intent to withdraw from the consortium. In addition, we noted there has some contention between schools' perceptions of ERW in relation to its role in challenging performance and schools feeling that it causes increased workload. However, you told us that a significant review of ERW, the model, delivery and governance is nearing completion. We also asked about the Council's current and future financial contribution to the consortium, as we noted that new governance arrangements have yet to be approved by the ERW Joint Committee, and the future funding arrangements are not finalised.

School Attendance

We asked about the recording of attendance in schools and consistency across Swansea in the way the data is coded and reported. The Committee was concerned that the accuracy of figures can stand up to challenge.

You reported that all Swansea schools have the 'SIMS' data monitoring and recording systems, which allows a consistent approach to registration and recording of all pupils in every school. You stated that register checks and audits are undertaken regularly. The use of 'SIMS' enables data to be analysed and identifies any issues. The data is used to track pupils, check on attendance at lessons and identify vulnerable groups. We noted the work that Education Welfare Officers do in partnership with schools to support and help improve school attendance. Overall we were assured that school attendance performance is good across Swansea and has not been an issue of concern in Estyn reports, though there was some acknowledgment from you that processes could be improved.

NEETS (Not in Education, Employment or Training)

You were asked to provide the Committee with a progress update in relation to NEETS prevention and support for those Not in Education, Employment or Training. We were concerned whether the Council has a firm grip on numbers and whether we could be confident that all young people were adequately tracked and not slipping through the net.

You told us that the Council was working very closely with secondary schools and reported that officers are currently completing an audit of schools' support and provision for vulnerable learners who are most at risk of becoming NEET. Working in collaboration with Young People's Services, we noted that the audit will assess current provision, identify good practice and set out recommendations for improvements.

You clarified that that the 2018/19 annual review of performance shows that there has been a 9.6% increase in young people known to be NEET at 16 on leaving formal education, compared with 2017/18, which represented an increase of five.

Skills & Talent City Deal Project

One of your portfolio responsibilities is for the Skills and Talent Project for the City Deal. We understand that the Skills and Talent project, or initiative, aims to deliver a regional solution for the identification and delivery of the skills and training needs for all City Deal projects. Working alongside partners from the private sector, higher and further education, schools and the third sector, the project team will map out gaps in current provision and establish the skills and training needed for students, teachers and lecturers both now and in future. Bespoke education and training solutions will then be introduced, which align to the needs of industry and key City Deal themes. Investment will include funding for equipment and the development of courses to support the projects. We asked about progress with the project, and partnership working. It was confirmed to us that there are regular meetings to discuss the project between partners, through the existing South West and Mid Wales Regional Learning & Skills Partnership.

Learning Opportunities for Adults with Disabilities

We raised with you a question that the Committee had received from a member of the public. There were specifics shared by the member of the public that were perhaps a matter for Adult Social Services, in terms of the help and support that could be available, and this is being followed up with them directly. However, we invited comment from you given your responsibilities for lifelong learning, and accessibility to courses for those with significant health issues, such as brain injury.

You championed 'Learning for Life' opportunities for all, but recognised that depending on an individual's circumstances they may not be able to get the most out of these. The Cabinet Member for Care, Health & Ageing Well was also present while we discussed this matter and stressed that the goal is to fulfil people's learning aspirations and that he would help the individual concerned to access this and signpost to specialist service provide where appropriate.

Your Response

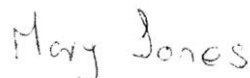
In your response we would welcome your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to our request for you to:

- confirm where specifically the monitoring of air quality around school sites was taking place;
- share with us information you have requested on the regular patrols carried by Parking Enforcement Officers around schools; and
- confirm the comparative Council and Welsh Government financial contribution to Band B funding for the 21st Century Schools Programme

Please provide the response to this and any other comments about our letter by 28 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

✉ cllr.mary.jones@swansea.gov.uk

Councillor Mary Jones
Chair – Scrutiny Programme Committee

BY EMAIL

Please ask for: Councillor Jennifer Raynor
Direct Line: 01792 63 7429
E-Mail: cllr.jennifer.raynor@swansea.gov.uk
Our Ref: JR/KH
Your Ref:
Date: 27 November 2019

Dear Councillor Jones

Cabinet Member Question Session – 14 October

I am writing in response to your letter dated 7 November 2019 in relation to the Cabinet Member Question Session held on 14 October 2019.

NEETS (Not in Education, Employment or Training)

For clarification Careers Wales publish the data annually as part of their destinations survey. The published data was:

2017 - 52 NEET out of 2367 = 2.2%
2018 - 57 NEET out of 2318 = 2.5%

As a cohort percentage the increase is therefore 0.3%, whilst the increase in the number of NEET is $(57 - 52) / 52 \times 100 = 9.6\%$.

In response to the three questions you have put in your letter please find below the responses.

- Confirm where specifically the monitoring of air quality around school sites was taking place

We currently have monitoring equipment in locations to assess ambient air quality, primarily Nitrogen Dioxide (NO₂) for the following schools:

- Bishop Gore Comprehensive
- Brynhyfyd Primary
- Gorseinon Infants
- Morryston Primary
- Oystermouth Primary (New location)
- Penllergaer Primary

- Waunarlwydd Primary
- YGG Lon Las

There are currently no exceedances of the NO₂ annual mean objective concentration of 40ugm⁻³ returned.

- Share with us information you have requested on the regular patrols carried by Parking Enforcement Officers around schools

This information has been asked for but not supplied. Will forward when received.

- Confirm the comparative Council and Welsh Government financial contribution to Band B funding for the 21st Century Schools Programme

Capital

The Welsh Government grant intervention rate is 65% of the cost, except for special schools and PRUs which is 75% of the cost.

Mutual Investment Model (MIM) Funded Schemes

These have an intervention rate of 81%.

Voluntary Aided

The intervention rate for Voluntary Aided schools is 85%.

So in the case of Voluntary Aided (VA) schools 85%, of the annual service repayments to the Project Company under a MIM scheme will be funded by Welsh Government, or 85% of the capital costs.

Swansea Council Band B Programme

The Band B programme envelope is £149.5m (if the potential aided sector scheme is excluded this amounts to £141.3m). Of this total, £126.250m is being sought from traditional capital funding, requiring a net local funding requirement of £39.686m (less allowance for realisable capital and other receipts) from prudential borrowing. The remaining £23.3m (or £15m if the potential aided sector scheme is excluded) is expected to be delivered through the MIM, which would require no local capital funding contribution but incur an annual charge once the accommodation and facilities are completed. An equivalent local share of the capital cost would be £2.9m although the 25% local contribution would apply to the annual revenue charge.

Yours sincerely



Y Cynghorydd / Councillor Jennifer Raynor
Aelod Y Cabinet Dros Wella Addysg, Dysgu A Sgiliau
Cabinet Member for Education Improvement, Learning and Skills



**To/
Councillor Rob Stewart
Cabinet Member for Economy and
Strategy**

*Please ask for:
Gofynnwch am:*

Scrutiny

*Direct Line:
Llinell Uniongyrochol:*

01792 637256

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Date
Dyddiad:*

4 November 2019

BY EMAIL

Summary: This is a letter from the Regional Working Scrutiny Inquiry Panel to the Cabinet Member for Economy and Strategy following the meeting of the Panel on 15 October 2019. It is about progress with recommendations resulting from a scrutiny inquiry into regional working.

Dear Councillor Stewart,

Regional Working Scrutiny Inquiry Panel – 15 October 2019

We would like to thank you and Phil Roberts for providing an impact report and attending our Panel meeting to discuss progress with the recommendations agreed by Cabinet on 18 August 2018 that had resulted from the Regional Working Scrutiny Inquiry.

You told us that since the inquiry concluded in 2018, there has been some movement in relation to regional working in Wales. This includes clearer details from Welsh Government on the proposals for improved collaboration and the operation of Joint Committees. In addition, the WLGA have been involved in detailed discussions with Welsh Government and a Wales Bill detailing these and other changes is now imminent.

We were pleased to hear that the Chief Executive has been holding informal discussions with the Minister and with senior civil servants with a view to preparing a regional proposition following discussions with neighbouring councils.

We heard that reviews of the existing arrangements have informed the developing strategy for collaboration and the preference for a four council footprint in South West Wales as a basis for future partnership arrangements. You explained that the most logical footprint for Swansea is that of the City Region area, which includes the four Local Authorities of Neath Port Talbot, Pembrokeshire,

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

Carmarthenshire and Swansea. Although, you did say that this would not include Health for the moment because considerations around this are rather more complex. We felt that it is very positive that we have clarity amongst the four local authorities about the way to move forward. We recognise that these four authorities have experience of delivering projects together and have many common strategies, especially around economic development and education improvement.

We were pleased to hear that separate reviews have been undertaken on all three regional partnerships and to hear that the common themes of governance, management and value for money are being looked at.

You explained that little progress had been made in relation to our recommendation about *improving modern technology in order to reduce travel to meetings*. You said that whilst the use of Skype is increasing the level of technological capability and capacity varies between councils. A regional collaboration proposition will aim to address this and seek funding from Welsh Government to do so. We agree that standardisation and investment in the infrastructure across Councils in Wales is needed to move this forward and we agreed to write to the Minister in support of this proposition.

We were interested to hear about the lessons that have been learnt from our current collaborative activities and how this will be of benefit to us in future especially in relation to the need for good programme management, clear and strong governance and sharing of responsibility.

You told us that in November 2019 a legislative Bill is likely to be published that will outline new powers and responsibilities for local councils. It will create challenges and benefits. It will include the general power of competence, which will be hugely important and will sweep away unnecessary bureaucracy around continuous audit introducing peer review. We agreed financial resources must follow any new powers and responsibilities to ensure they can truly be met.

We were pleased to hear that the inquiry had helped to raise the profile of regional working and that it has informed and began to provide clarity on the Council's approach to regional collaboration. We have agreed to sign off this Inquiry as complete and we would like to thank you for your engagement in this piece of work.

Yours sincerely,

COUNCILLOR LYNDON JONES

Convener, Regional Working Scrutiny Inquiry Panel

✉ Cllr.lyndon.jones@swansea.gov.uk

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

BY EMAIL

cc: Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2019-20/8

20 November 2019

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Homes, Energy & Service Transformation following the meeting of the Committee on 18 November 2019. It is about a proposed cabinet decision on Housing Commissioning Review Findings.

Dear Councillor Lewis,

Pre-decision Scrutiny of Cabinet Report: Housing Commissioning Review Findings

The Scrutiny Programme Committee met on 18 November to consider the report that you are presenting to Cabinet on 21 November, and give a view on the proposed decision.

We thank you and relevant officers for attending our meeting and engaging with scrutiny councillors on this matter prior to decision-making. We originally met on 1 August to consider progress with the Commissioning Review, emerging findings, and conclusions. Following that meeting we raised with you a number of issues and we heard from you at our meeting this week on developments since then. The Committee was pleased that these issues have been considered, and again shows the value of early scrutiny.

Your cabinet report concerns the need to work differently to deliver modern services, which are sustainable for the future and adapt to meet increasing demands and challenges. This includes customer access and the future of housing offices, ensuring staff have the right tools to carry out their roles in a more agile way, and ultimately delivering a front line housing service valued

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

by tenants. We noted that much of the structure of the service has been in place for a number of years and the way in which service users wish to communicate with organisations and businesses is changing whilst at the same time, demands on services continue to increase.

We heard from you about service aims and priorities, and service specific findings and proposed improvements, which focused on:

- Maximising income
- Improving service user telephone and online access
- Improving operational systems / processes
- Reducing the District Housing Office (DHO) footprint from 9 to 6 area offices
- Co-locating 1 DHO within the Library Service in Gorseinon in 2020

You highlighted the intention to make specific improvements in relation to:

- Housing application, assessment and waiting list
- Empty properties / voids / lettings
- Prospective tenants
- Furnished tenancy scheme
- Sheltered service
- Anti-social behaviour
- Neighbourhood Support Unit
- Estate management / gardening scheme

In response to specific questions and issues raised by the Committee, we heard that:

- With regard to the proposed rationalisation of District Housing Offices, offices would only close once new ways of working described in the report were in place, and furthermore the intention is to hold regular 'pop-up' housing advice surgeries in community locations (e.g. community centres) affected by the closure of a DHO, as necessary. The intention is not for tenants to have to travel greater distances to access housing services, but benefit from greater opportunities for 1-2-1 discussion with Housing Officers (who will have the technology to be agile) in their communities, and a better service.
- The intention is to undertake formal consultation with tenants in January 2020 regarding the proposed change to the future model of the District Housing Office service, following this week's Cabinet decision, and to report findings of consultation to Cabinet in April 2020.
- There are plans to increase resources in the Rents Team in order to offer early support to tenants and minimise the impact of arrears on tenants and the Housing Revenue Account. It is clear that the introduction of Universal Credit means the Rents Team faces significant challenges to maximise income, and mitigate the impact of Welfare Reform. We noted that the

Rents Team will be reinforced with officers focussed on early targeted support, including specific provision in respect of welfare benefits.

- Comparison of Housing Management Costs with other Welsh Local Authorities is difficult, however available data shows Swansea is in the mid-range with an average cost per property of £1,146, with approximately 63% of this relating to employee costs. There was a query from the Committee about how each pound paid in rent was used by the Council, and you undertook to respond in writing showing a typical breakdown of where that money goes.
- Because of significant increases in demand affecting service provision, there will be a change in criteria for 'Tend and Mend' service so it will be for those aged over 70 or with a qualifying disability, to ensure the garden cutting scheme can continue to provide a valued service to those that need it the most. We noted that alternatives to direct delivery of garden cutting are also being explored, include a garden tool hire scheme, and working with Local Area Coordinators to identify any opportunities for community run initiatives.
- There will be work to modernise the housing application, assessment and waiting list process, as well as improving the way service users can access this service and information on properties and estates online. This will involve new technology and improving back office processes.
- The introduction of charges will help to maximise income. We discussed specific plans in relation to the furnished tenancy scheme to recoup resources for missed furniture pack deliveries, due to the number of aborted deliveries where the tenant does not turn up at the allocated slot. Your report shows that a charge of £20 re-delivery fee will be applied when the pre-arranged delivery is missed unless due to exceptional circumstances.
- There are no plans to cut the existing Warden Service at Sheltered Housing Complexes. It was clarified that complexes have designated, but not necessarily residential, wardens, and this has been the situation for a number of years to ensure the service is sustainable.
- The Review will put more resources into tackling anti-social behaviour (ASB). A larger ASB Support Team, dealing with high level ASB, would lead to a more consistent, measured and timely approach to effectively deal with ASB. The Committee recognised the challenge and difficulty in dealing with ASB but at the same time doing everything possible to help maintain tenancies to avoid eviction and homelessness, as well as addressing the impact on neighbours in terms of their feelings of well-being, safety and security. The Service will also explore the procurement of a Noise 'app' that will help complainants to provide evidence of noise problems, as a significant amount of ASB incidents are low level noise issues. We were aware that other Councils are already using such an 'app' and could be a 'quick win' for the Service to launch this soon.

In conclusion, the Committee welcomes the direction of travel proposed for the Housing Service, but would raise the following points as a 'critical friend' with Cabinet, which should be taken into account:

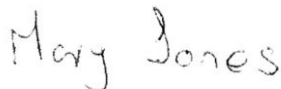
- Whilst the Commissioning Review identifies the changes and improvements necessary the detail about how this will be delivered, in relation to some aspects of the report, is not so clear and would benefit from visibility of an implementation plan. For example, around the move from bricks and mortar DHO Service to a more peripatetic approach by Housing Officers. In addition, it was not clear exactly how the Rents Team would be restructured and how resources would be used. The Committee would suggest that the Team will need specialists with a thorough understanding of the benefits system, which may have training implications for staff. We also felt that timescales for the roll-out of new technology are also needed.
- Whilst the introduction of new technology will help staff to deliver a modern service, Cabinet should not underestimate the investment that may be required to ensure service users can adapt to new ways of working. Levels of ICT literacy may be variable and the Council will need to consider additional support for tenants so they are equipped with necessary skills for increased on-line service.
- The Committee felt the report would have benefited from showing a clearer thread between service user satisfaction feedback and service improvement proposals. Whilst the report indicated levels of satisfaction it also referred to complaints but was not clear what type of issues were subject of complaint. Historical trends in service user feedback could have also been included, to evidence how future decisions are being informed by service user experience. You undertook to provide to us some details about the analysis of service complaints.

Please note that I will be unable to attend Cabinet on 21 November personally but have asked Councillor Chris Holley, who will be present for another item, to feedback the Committee's views as contained in this letter.

Your Response

We hope that you find the contents of this letter useful and would ask you to write back by 11 December to confirm the decision of Cabinet and response to points raised, and provide the information requested in relation to service costs and the use of rents, and analysis of service complaints.

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk

Councillor Mary Jones
Chair – Scrutiny Programme Committee

BY EMAIL

Please ask for: Councillor Andrea Lewis
Direct Line: 01792 63 7442
E-Mail: cllr.andrea.lewis@swansea.gov.uk
Our Ref: AL/KH
Your Ref:
Date: 9 December 2019

Dear Councillor Jones

Thank you for the opportunity to present the findings of the Housing Commissioning review report to Scrutiny in August and November this year. I am pleased to advise you that Cabinet on 21st November 2019, approved the implementation of the review findings and that the proposed changes to the District Housing Office Service should be subject to a formal tenant consultation exercise. The consultation results will be reported back to Cabinet prior to implementation.

Your letter dated 20th November 2019 made a number of key points which I will respond to in turn. These are:

- Detail of an implementation plan
- Support for tenants for new technology roll out
- Resources for the Rents Team
- Breakdown of how each pound in rent is used
- More information on service complaints.

In relation to the District Housing Office Service changes and roll out of new technology, an implementation plan will be included in a report back to Cabinet in April 2020 following the formal consultation process. Subject to approval, proposed office closures will be implemented when the new IT improvements are in place. I agree that as far as possible tenants should be supported to equip them with the necessary skills to use online services and officers will liaise with the Council's Poverty & Prevention team to consider what further support and specific events can be put in place to facilitate this for those who may need it.

Your letter highlighted the challenges facing the Rents team. Senior officers are currently considering what new structure is needed for the team. Additional resources for this team are planned and intended to be released from the overall restructure of Housing offices. I agree with your comments that this team has to include fully trained specialist officers who are well equipped to carry out their role.

Information was requested on how each pound paid in rent is used. Below is a breakdown:

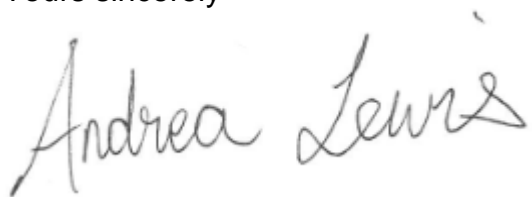
- 55p is spent on major housing repairs, improvements and day to day repairs.
- 23p is spent on employees, premises, transport, supplies and support services.
- 16p supports borrowing costs and 6p is used for new housing.

In relation to analysis of complaints data, whilst Housing services continue to experience high volumes of service user demand, over the last 3 years the level of justified and partly justified complaints have remained fairly static. These totalled 73 in 16/17, 77 in 17/18 and 83 in 18/19. For each of these years, just under half of the complaints received have related to the significant WHQS works programme taking place. The complaints have mainly related to disruption, time taken to complete works and standard of work. A number of improvements have been put in place over this time to support tenants during the works process including contractors having their own dedicated liaison officers, improvements to communication/information and scheme specific feedback from tenants. During 2018, the Wales Audit Office carried out a review of the delivery of the WHQS programme/tenant engagement and, despite the scale of the programme we have delivered, the outcome was generally positive. An action plan has been put in place to implement some further improvements as our aim is to continually increase levels of tenant satisfaction.

For the remaining complaints received across each of these years, there have been no distinctive themes. The numbers have been relatively small and spread across a diverse range of services and topic areas. The majority of these do however relate to dissatisfaction with the outcome of their service request as opposed to failings in the service received. All complaints continue to be monitored and the relevant manager reviews the findings to ensure any related service improvements are considered and put in place.

I hope this addresses your points, if you have any questions or queries, please do not hesitate to contact me.

Yours sincerely



Y Cyngorydd/ Councillor Andrea Lewis

Cyd-Ddirprwy Arweinydd Dros Do Aelod Y Cabinet Dros Cartrefi, Ynni a Thrawsnewid
Gwasanaethau

Joint Interim Deputy Leader - Cabinet Member for Homes, Energy & Service
Transformation

Agenda Item 11

Audit Committee Work Plan (For Information)

This report provides the Audit Committee work plan for 2019/20.

This information is provided to help develop the relationship between scrutiny and the Audit Committee, aiming to ensure:

- mutual awareness and understanding of the work of scrutiny and audit committee
- respective work plans are coordinated and avoid duplication / gaps
- a clear mechanism for referral of issues, if necessary

The Scrutiny Work Programme is also reported to the Audit Committee.

At least once a year respective chairs will attend the committee in order to discuss work programmes and effectiveness.

Audit Committee Plan
2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Governance & Assurance	Appointment of Additional Lay Member to Audit Committee.	Appointment of second Lay Member.	Simon Cockings	10 Dec 2019
Governance & Assurance	Audit Committee Action Tracker Report. (For Information)	Action Tracker Report.	Jeremy Parkhouse	10 Dec 2019
Governance & Assurance	Audit Committee Work Plan. (For Information)	Work Plan.	Jeremy Parkhouse	10 Dec 2019
Internal Audit	Fundamental Audits 2018/19.	This report provides a summary of the recommendations made following the fundamental audits in 2018/19 and identifies whether the agreed recommendations have been implemented.	Simon Cockings	10 Dec 2019
Risk Management & Performance	Overview of the Overall Status of Risk - Quarter 2 2019/20.	The report presents an overview of the status of risk in the Council during Quarter 2 2019/20 to provide assurance to the Committee on the operation of the risk management policy and framework within the Council.	Richard Rowlands	10 Dec 2019
Risk Management & Performance	Presentation - Update on Internal Control Environment (Including Risk Management) – Director of Social Services.	Presentation - Director of Social Services.	David Howes	10 Dec 2019

Audit Committee Plan
2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Financial Reporting	Revenue and Capital Budget Monitoring - 2nd Quarter 2019/20.	To report on financial monitoring of the 2019/20 revenue and capital budgets, including the delivery of budget savings.	Ben Smith	10 Dec 2019
Financial Reporting	Review of Revenue Reserves.	To discuss the report to Council on 24 October 2019. The report discussed a mid-year review of the Revenue Reserves position and Council considered any suggested reclassification of reserves based on current requirements.	Ben Smith	10 Dec 2019
Financial Reporting	Treasury Management - Interim Year Review Report 2019/20.	This report was presented to Council on 27 November 2019. The report provides the interim year update on Treasury Management activities during the year 2019/20.	Jeffrey Dong	10 Dec 2019
Risk Management & Performance	Wales Audit Office Proposals for Improvement: Six-month Status Update - December 2018 to June 2019.	The report presents an overview of the status of Swansea Council's response to earlier proposals for improvement made by WAO to provide assurance to the Committee on progress.	Richard Rowlands	10 Dec 2019
Internal Audit	Cleansing Service - Final Internal Audit Report 2019-2020.	Update report following Moderate Audit report.	Jeremy Davies	29 Jan 2020

Audit Committee Plan 2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Internal Audit	Disclosure and Barring Service - Final Internal Audit Report 2019-2020.	Report following Moderate Audit Report	Sian Williams	29 Jan 2020
Internal Audit	Foreshore & Lettings - Final Internal Audit Report 2019-2020.	Update report following Moderate Audit report.	Jamie Rewbridge	29 Jan 2020
Internal Audit	Internal Audit - Recommendation Follow-Up Report - Quarter 2 2019/20.	This report provides committee with the status of the recommendations made in those audits where the follow-up's has been undertaken in Q2 2019/20, to allow the Audit Committee to monitor the implementation of recommendations made by Internal Audit.	Simon Cockings	29 Jan 2020
Internal Audit	Internal Audit Annual Plan 2019/20 - Monitoring Report for the Period 1 July 2019 to 30 September 2019.	This report shows the audits finalised and any other work undertaken by the Internal Audit Section during the period 1 July 2019 to 30 September 2019.	Simon Cockings	29 Jan 2020
External Audit	Wales Audit Office Annual Audit Letter 2018/19.	WAO Annual Audit Letter 2018/19.		29 Jan 2020
Governance & Assurance	Chair of Scrutiny Programme Committee.	Chair of the Scrutiny Programme Committee to provide a report on the work of scrutiny for the Municipal year 2018-19 and highlighted scrutiny activities planned for 2019/20.	Brij Madahar	11 Feb 2020

Audit Committee Plan 2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Internal Audit	Internal Audit - Recommendation Follow-Up Report - Quarter 3 2019/20.	This report provides committee with the status of the recommendations made in those audits where the follow-up's has been undertaken in Q3 2019/20, to allow the Audit Committee to monitor the implementation of recommendations made by Internal Audit.	Simon Cockings	11 Feb 2020
Internal Audit	Internal Audit Annual Plan 2019/20 - Monitoring Report for the Period 1 October 2019 to 31 December 2019.	This report shows the audits finalised and any other work undertaken by the Internal Audit Section during the period 1 October 2019 to 31 December 2019.	Simon Cockings	11 Feb 2020
Internal Audit	Internal Audit Annual Plan Methodology Report 2020/21.	This report provides a briefing to the Audit Committee on the methodology used to prepare the Internal Audit Annual Plan in advance of the Annual Plan 2020/21.	Simon Cockings	11 Feb 2020

Audit Committee Plan
2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Financial Reporting	Mid-Term Budget Statement 2019/20.	To discuss the report to Council on 27 November 2019. To provide the Committee with a view of current financial performance and the likely financial planning scenarios that will influence budget and service decisions over the period of the Medium Term Financial Plan. To provide a policy context for future Council decisions.	Ben Smith	11 Feb 2020
Risk Management & Performance Page 142	Overview of the Overall Status of Risk - Quarter 3 2019/20.	The report presents an overview of the status of risk in the Council during Quarter 3 2019/20 to provide assurance to the Committee on the operation of the risk management policy and framework within the Council.	Richard Rowlands	11 Feb 2020
Risk Management & Performance	Presentation - Update on Internal Control Environment (Including Risk Management).	Presentation - Director of Place.	Martin Nicholls	11 Feb 2020
Financial Reporting	Trusts & Charities Report 2018/19.	Trusts & Charities Report 2018/19.	Jeffrey Dong	11 Feb 2020
External Audit	Wales Audit Office Grants Report 2017/18.	Report of the External Auditors.	Jason Garcia	11 Feb 2020

Audit Committee Plan 2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Internal Audit	Internal Audit Charter 2020/21.	This report outlines the background to the Public Sector Internal Auditing Standards (PSIAS) which were introduced with effect from 1st April 2013 and presents an Internal Audit Charter for approval by the Committee.	Simon Cockings	14 Apr 2020
Internal Audit	Internal Audit Moderate Rating Follow Up Report - Social Care Contracts Update.	Follow Up report following a previous moderate rating.	Peter Field	14 Apr 2020
Internal Audit	Internal Audit Section - Fraud Function Anti-Fraud Plan for 2020/2021.	This report sets out the planned areas of activity for the Internal Audit Section's Fraud Function for 2020/21 and is designed to provide a strategic view of the areas that will be subject to examination.	Jeff Fish, Jonathon Rogers	14 Apr 2020
Internal Audit	Internal Audit Strategy & Annual Plan 2020/21.	This report presents the Internal Audit Annual Plan and Internal Audit Strategy for 2020/21 to the Audit Committee for approval.	Simon Cockings	14 Apr 2020
Risk Management & Performance	Partnership Performance.	Review the mechanisms for assessing and scrutinising the risk associated with partnerships.	Adam Hill	14 Apr 2020
Risk Management & Performance	Performance Management Framework.	Performance Management Framework Report.	Richard Rowlands	14 Apr 2020
Risk Management & Performance	Presentation - Update on Internal Control Environment (Including Risk Management).	Presentation by the Deputy Chief Executive.	Adam Hill	14 Apr 2020

Audit Committee Plan
2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Financial Reporting	Revenue and Capital Budget Monitoring 3rd Quarter 2019/20.	To report on financial monitoring of the 2019/20 revenue and capital budgets, including the delivery of budget savings.	Ben Smith	14 Apr 2020
External Audit	Wales Audit Office - 2020 Audit Plan - City and County of Swansea Pension Fund.	External Audit Report.	Jason Garcia	14 Apr 2020
External Audit	Wales Audit Office - 2020 Audit Plan - City and County of Swansea.	External Audit Report.	Jason Garcia	14 Apr 2020
Risk Management & Performance	Wales Audit Office Proposals for Improvement: Six-month Status Update - July 2019 - December 2019.	The report presents an overview of the status of Swansea Council's response to earlier proposals for improvement made by WAO to provide assurance to the Committee on progress.	Richard Rowlands	14 Apr 2020
Risk Management & Performance	Wales Audit Office - Local Government Use of Data Report – City & County of Swansea.	Wales Audit Office - Local Government Use of Data Report – City & County of Swansea. *Note – this report has been considered by Service Improvement & Finance Performance Panel and the Panel is awaiting an Action Plan arising from the report.		

Page 144

Audit Committee Plan
2019 – 2020

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Risk Management & Performance	Digital Strategy – Progress and Performance.	<p>Digital is one of the four key strands of Sustainable Swansea and an annual update will be provided to Scrutiny in December on the whole programme, including digital.</p> <p>*Note – this report will be considered by Scrutiny.</p>		

Agenda Item 12

Date and Time of Upcoming Scrutiny Panel / Working Group Meetings

14 January – 10 February

- a) 15 January at 2.00pm – Swansea Bay City Region Joint Scrutiny Committee (Council Chamber, Pembrokeshire Council)
- b) 16 January at 4.00pm – Education Scrutiny Performance Panel (Committee Room 3A, Guildhall)
- c) 20 January at 10.00am – Service Improvement & Finance Scrutiny Performance Panel (Committee Room 5, Guildhall)
- d) 27 January at 10.00am – Development and Regeneration Scrutiny Performance Panel (Committee Room 5, Guildhall)
- e) 27 January at 10.30am – Education Through Regional Working Scrutiny Councillor Group (Powys County Hall, Llandrindod Wells)
- f) 28 January at 4.00pm – Adult Services Scrutiny Performance Panel (Committee Room 3A, Guildhall)