Service Improvement and Finance
Scrutiny Performance Panel

Date: 13 May 2015        Time: 1.30pm-3.30pm
Venue: Committee Room 3, Civic Centre

Summary: This is an agenda pack for a meeting of the Service Improvement and
Finance Scrutiny Performance Panel taking place on the 13 May 2015. The main
items are an update on the ICT project, a Q and A session with the Cabinet Member
for Housing & Communities and the Annual Work Plan review. Background reports
are included.

Members of the Panel:

| Councillor Chris Holley (Panel Convener) | Councillor Tony Colburn |
| Councillor Mary Jones                  | Councillor Lynda James |
| Councillor Paxton Hood-Williams       | Councillor Joe Hale    |
| Councillor Jeff Jones                  | Councillor David Cole  |
| Councillor Phil Downing                | Councillor Keith Marsh |
| Councillor Des Thomas                  |

Attending:

Sarah Caulkin – Head of Information & Business Change
David Hopkins – Cabinet Member for Housing & Communities

Copy of agenda for information to:
Dean Taylor – Director of Corporate Services
Phil Roberts – Director of Place
Mike Hawes – Head of Finance & Delivery
Lee Morgan - Head of Housing
Lee Wenham – Head of Communications & Customer Engagement

AGENDA

<table>
<thead>
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<th>No.</th>
<th>Item</th>
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<tbody>
<tr>
<td>1.</td>
<td>Apologies</td>
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<td>2.</td>
<td>Declarations of interests</td>
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<td>3.</td>
<td>Meeting notes 15 April and matters arising</td>
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<td>4.</td>
<td>ICT Project update – Sarah Caulkin Head of Information &amp; Business Change</td>
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<td>5.</td>
<td>Q &amp; A with Cabinet Member for Housing &amp; Communities, Councillor David Hopkins</td>
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<td></td>
<td>To discuss the implementation and impact of savings agreed for 2014/15 within the Housing and Communities portfolio.</td>
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<td>6.</td>
<td>Annual work plan</td>
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<td>Cllr Chris Holley, Convener</td>
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<td></td>
<td>To reflect on year’s work, achievements, experiences, issues, ideas for future scrutiny (to include draft work plan for 2015/16).</td>
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<td>Supporting information</td>
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<td></td>
<td>Please find attached some information to aid your discussion when evaluating your year and planning for the year ahead:</td>
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<tr>
<td></td>
<td>a) Evaluation of the year</td>
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| **b)** Report of the Convener – Annual Work Programme review  
| **c)** Draft work plan for 2015/16  |   |

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<thead>
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<th><strong>Items for information</strong></th>
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<td><strong>7.</strong> Letters Log</td>
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<td><strong>8.</strong> Letter to Cabinet Members dated 28 April (following the 15 April panel meeting)</td>
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***Please note members should declare personal and prejudicial interests and party whipping in the usual manner***

Contact: Karen Bewen-Chappell Scrutiny Officer

☎ 01792 636292 Email: karen.bewen-chappell@swansea.gov.uk
Service Improvement and Finance Performance Panel
Meeting Notes – 15 April 2015

In attendance

Councillors:
Mary Jones – Convener    David Cole
Chris Holley      Keith Marsh
Joe Hale     Paxton Hood-Williams
Tony Colburn    Phil Downing

Officers:
Richard Rowlands, Corporate Improvement Manager
Karen Bewen-Chappell, Scrutiny Officer (maternity cover)

1. **Apologies**
   Jeff Jones
   Des Thomas

2. **Disclosure of Members’ personal interests:**
   None

3. **Appointment of a new Convener**
   Chris Holley was appointed the new Convener of the Panel as Mary Jones is standing down.

4. **Meeting notes 11 March and matters arising**
   KBC has emailed the link to the Communities First cluster plans to all members of the Panel.
   The Anti Poverty indicators/objectives will be added to the work plan and discussed at a future meeting.

5. **3rd quarter 2014-15 Performance Monitoring Report, including Policy Commitments Tracker.**
   Richard Rowlands, Corporate Improvement Manager

   The Corporate Improvement Manager presented the panel with the 3rd Quarter performance monitoring report. The following key points were discussed and noted in more detail:

   **Corporate Services – HR CHR002**
   - Sickness Absence - Although there is an improvement in comparison to the same period last year, it is unlikely that the annual target of 8 will be met. Last year’s result of 8.79 is still achievable. The Panel would like to compare last year’s sickness figures against that of other authorities and a detailed breakdown of the current figures.

   **Education & Inclusion – EDU016a & EDU016b**
   - Pupil attendance in primary & secondary schools –
performance is improving and these are the highest attendance rates since 2008/09. However, the authority is still ranked 20th (primary) and 16th (secondary) in Wales. The Panel questioned whether attendance levels are being raised quickly enough? Are there any trends in the figures?

**SS Adult Services – SCA001**
- The number of residents experiencing a delayed transfer of care for social care reasons has increased due to additional pressures. Therefore performance is down in comparison to last year. Social Services continue to work with the NHS and look at developing ways to reduce delays which are financially sustainable. The Panel noted this with concern and will continue to monitor performance. To look at the figures in more detail the Panel requested a figure for the total number of people transferred by Social Services.

**SS Child & Family Services – SCC043a & SCC043b**
- Core Assessments within and longer than 35 days. Despite not meeting the targets, performance has improved since the previous quarter and continued improvement is expected throughout the year.

**Culture, Sport, Leisure & Tourism – CTG4**
- Grand Theatre visits, number of visits is in decline compared to the previous year. The Panel has requested further explanation for this and more detail on the figures.

**Culture, Sport, Leisure & Tourism – LCL001**
- The target for library visits has not been met and performance is down on the previous year. Virtual visits are not included in the figures. The Panel would like a breakdown of visits for each individual library.

**Planning – PLA1005**
- The 55% target was missed by 12%, however the 43% figure is an improvement on the previous quarter performance figure of 30%. The Panel were pleased to note that general performance has started to improve.

**Highways & Transportation – STS006**
- The Panel noted that performance for this indicator is slightly below target. Although the number of incidents cleared within 5 days has improved the total number of incidents reported has increased. The Panel raised a number of questions about this indicator;
  - Has the introduction of the three bag limit contributed to the increase of incidents?
  - Is the cost of rubbish disposal a factor in fly tipping?

A figure for the total number of people transferred by Social Services.

Invite the Cab Mem, HofS and Manager to the next meeting.

Breakdown of visits per individual library.

Questions to be included in CM letter.
- Is there sufficient enforcement of fly tipping incidents?
- There is a lack of publicity for successful fly tipping prosecutions.

**Economic Regeneration & Planning – BBMA1**
- Performance is down as a number of projects have been delayed but will be starting at the beginning of the next quarter. Update - Richard Rowlands has sent the definition of the indicator to KBC for distribution to the Panel.

**Strategic Quarterly PI report**
- The Panel noted the downward turn in the overall figures outlined in the Strategic Quarterly PI report especially for Corporate Services. Therefore the Panel will monitor this closely and has requested a corporate explanation for this.

**Policy Commitments Tracker**
- The Panel discussed the monitoring, development and progress of the Policy Commitments Tracker. Most of the policy commitments are now blue and green and the Panel noted the length of the document and time taken to work through each policy commitment. Also, Richard Rowlands is not in a position to answer detailed questions on specific areas. The following questions were raised by the Panel;
  - Is the current document and presentation style of the Policy Commitments Tracker sufficient for robust scrutiny and to monitor council progress?
  - Should the milestones/steps for each outcome contain more measurable targets?
  - What does the Panel want to achieve at the end of this process in terms of monitoring and development?

One idea proposed was to look at portfolios on the Policy Commitment Tracker in more detail and overall trends in performance. The Panel could also look at the impact of the work being carried within each policy commitment. As the Panel is due to put together the work plan for 2015/16 at the next meeting, it was proposed that this should be included in it.

**New Performance Framework**
Richard Rowlands explained that a review of the performance framework & indicators is being undertaken and a new framework will be introduced for the first quarter next year. The Panel have requested an extra meeting (in addition to the normal meeting timetable) for Richard Rowlands to attend and give an overview of the new framework to the Panel.
Next meeting
The Panel agreed to continue with the same days and times of meetings for the municipal year. Date of the next meeting tbc. Proposed date May 13th.
Item 4

Report of the Convener

Service Improvement and Finance Scrutiny Performance Panel

13 May 2015

Briefing Note on the Progress of Procurement Framework for Oracle Support

<table>
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<tr>
<th>Purpose</th>
<th>This briefing note provides the Panel with an update on the procurement of Oracle Support</th>
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<tbody>
<tr>
<td>Content</td>
<td>Cabinet on 16th December approved the procurement of Oracle Support from a 3rd party supplier. The Head of Information &amp; Business Change will provide Members with an update on the progress to date of the procurement process as outlined in the briefing note.</td>
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</tbody>
</table>
| Councillors are being asked to | • Give their views about the progress of the procurement framework and process to date.  
• Consider the next steps for the remainder of the process. |
| Lead Councillor | Councillor Chris Holley, Convener of the Service Improvement and Finance Scrutiny Performance Panel |
| Lead Cabinet Member / Officer(s) | • Councillor Rob Stewart, Cabinet Member for Finance and Strategy (Leader)  
• Dean Taylor, Director – Corporate Services  
• Sarah Caulkin, Head of Information & Business Change |
| Report Author | Karen Bewen-Chappell, Scrutiny Officer  
Telephone: 01792 636292  
Karen.bewen-chappell@swansea.gov.uk |

1. Introduction

1.1 The Service Improvement and Finance Scrutiny Performance Panel has previously identified consideration of the future plans for the delivery of ICT services as a key area for scrutiny as part of its work planning.

1.2 The issue was disused with the Cabinet Member for Finance and Strategy (Leader) when he met with the Panel in June 2014. He confirmed in his letter to the Panel dated 18 July the timescales for reporting on the future management of the Council’s ICT contact and when scrutiny could input into the process.
1.3 The Panel in December 2014 considered the Cabinet Report and proposals relating to the future provision of ICT Services, when the current ICT contact with Cap Gemini expires. This included:

- The broad principles of the in house managed service
- The future provision of application support for the Council’s Oracle system

The Panel agreed its views on the proposed decision for the Convener to submit to Cabinet. The Convener attended Cabinet on 16 December and presented the Panel’s views. A letter was sent to the Leader as a formal mechanism for Cabinet’s response to be feedback to the Panel.

2. Background

Cabinet on 16th December 2014 approved the procurement of Oracle Support from a 3rd party supplier. Following on from this, work progressed on determining the framework to use which would provide the Council with the best option for procurement. Crown Commercial Services Enterprise Application Support Services framework was selected to ensure:

- The Council could define a bespoke flexible support model pre-procurement with suppliers on the framework and therefore a more effective support model.
- The framework offered a competitive rate as it allowed competitive negotiations with suppliers to occur.

3. Progress to Date

A draft specification of services was produced by the team in consultation with Capgemini to ensure that all services currently provided would be included in the new supplier services.

All suppliers on the Crown Commercial Services Enterprise Application Support Services framework were invited to attend an open day on 17th February to discuss the draft specification. This was to ensure that the Council had included everything, to provide recommendations on what could be included to ensure a high quality service. The specification was then finalised based on the information gathered and was published on the framework on 27th February 2015 with a closing date of 27th March 2015.

Neath Port Talbot Council also reviewed the specification to see if they could provide the services required as a partner organisation.

The team carried out an evaluation exercise on all returned tenders by completing the standard tender matrix provided by the procurement team. An evaluation meeting was held on Monday 20th April to agree and finalise the scores, comments and selected supplier. A further meeting was held on 24th April as a final review
before the Tender award report was produced and discussed and signed off by the Evaluation Panel which includes legal, finance and procurement on 27th April.

Assurance has been provided by a specialist Gartner Analyst. They have confirmed that the scoring matrix and process are robust and they think very highly of the successful supplier. They have also provided further recommendations for CCS to follow during the standstill period.

4. **Next Steps**

Timeline for the remainder of the process is:-

<table>
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<tr>
<th>Event</th>
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<tr>
<td>Contract Award Report Heads of Service Sign off</td>
<td>06.05.15</td>
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<tr>
<td>Issue 10 day standstill letters</td>
<td>07.05.15</td>
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<tr>
<td>Gartner Follow up Call to discuss Oracle supplier</td>
<td>07.05.15</td>
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<tr>
<td>Attend Scrutiny</td>
<td>13.05.15</td>
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<tr>
<td>Award Contract</td>
<td>20.05.15</td>
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<tr>
<td>Supplier Engaged</td>
<td>June 2015</td>
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<tr>
<td>Due Diligence</td>
<td>Jun - July</td>
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<tr>
<td>Knowledge Transfer from Capgemini</td>
<td>Aug - Oct</td>
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<tr>
<td>Supplier Go Live</td>
<td>01.11.15</td>
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CABINET MEMBER QUESTION SESSION

<table>
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<tr>
<th>Purpose</th>
<th>To enable the panel to question Councillor David Hopkins, Cabinet Member for Housing &amp; Communities, on his work in relation to the implementation of savings targets for 2014/15, implications, and progress against achieving intended changes / outcomes within her portfolio.</th>
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<tbody>
<tr>
<td>Content</td>
<td>Councillor David Hopkins will attend to participate in a question and answer session. The panel's questions will broadly explore the implementation and impact of savings targets within the Housing &amp; Communities portfolio.</td>
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</table>
| Councillors are being asked to | • Question the Cabinet Member on relevant matters  
• Make comments and recommendations as necessary |
| Lead Councillor(s) | Councillor Chris Holley, Convener of the Service Improvement and Finance Scrutiny Performance Panel |
| Report Author | Karen Bewen-Chappell, Scrutiny Officer  
Tel: 01792 636292  
E-mail: Karen.bewen-chappell@swansea.gov.uk |

1. Introduction

1.1 One of the most important roles that scrutiny carries out is holding the council’s cabinet to account. By acting as a ‘critical friend’ scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities. The Scrutiny Programme Committee has requested that the Service Improvement and Finance Scrutiny Performance Panel makes time in its work plan to hold question sessions with a range of cabinet members to monitor the implementation and impact of savings targets for 2014/15 within their portfolios.

1.2 Councillor David Hopkins, Cabinet Member for Housing & Communities, has been invited to attend this meeting to enable the panel to discuss the implementation of savings targets etc implications, and progress against achieving intended changes / outcomes within her portfolio.
2. **Housing & Communities Portfolio**

2.1 The revised Housing & Communities portfolio includes the following areas of responsibility:
- Community Cohesion
- Armed Forces Champion
- Council House Management
- Council House Repairs
- Homelessness
- Housing Policy & Affordable Housing
- Neighbourhood Working
- Community Development
- Welsh Housing Quality Standard (WHQS)
- Community Building & Asset Transfer
- Lead elements of Sustainable Swansea

3. **Approach to Questions**

3.1 The cabinet member will be invited to make introductory remarks, including a general up-date on progress towards achieving savings targets for 2014/15 within the Anti-Poverty portfolio and his views on whether there are any areas of concern or any significant issues in relation to the Anti-Poverty budget, before taking questions from the panel. Following the session the convener will write the cabinet member in order to capture the main issues discussed, views expressed by the Panel, and any actions for the cabinet member to consider.

3.2 If the panel believes that more detailed scrutiny of any of the issues raised during this item is required, then this should be agreed through the normal work planning process. This will also allow proper time for preparation.
# Evaluation of the Year

Please could Panel members have a think about the following questions in readiness for the discussion at the Panel?

1. **What has gone well?**

2. **What has not gone so well?**

3. **Has the Panels work programme been focused on the right things?**

4. **What are the key learning points from the year?** *What we have learnt this year that will help us with future scrutiny of service improvement and finance matters?*
Item 6b

Report of the Convener

Service Improvement & Finance Scrutiny Performance Panel

ANNUAL WORK PROGRAMME REVIEW 2014/15

| Purpose | The purpose of this report is to:  
• Present the completed plan for 2014/15.  
• Review the panel’s work for year  
• Provide suggested work plan topics for the new municipal year  
• Suggest dates for future panel meetings |
| --- | --- |
| Content | This report contains the terms of reference for the Panel and includes a summary of the work completed this year. Evaluation of the year, a completed work plan for 2014/15 and draft timetable for 2015/2016. Also, supporting background information and data.  

The Panel’s completed work plan is attached in Appendix 1.  

The Terms of Reference for the Panel is Appendix 2. |
| Councillors are being asked to | • Evaluate the work of the Panel over the last year.  
• Plan for the year ahead and identify any topics that might be looked at by the Panel.  
• Discuss potential work plan topics for the coming year.  
• Agree future meeting dates. |
| Lead Councillor(s) | Councillor Chris Holley, Convener |
| Lead Officer(s) | Dean Taylor, Director – Corporate Services |
| Report Author | Karen Bewen-Chappell, Scrutiny Officer  
Tel: 01792 636292  
E-mail: karen.bewen-chappell@swansea.gov.uk |

1. Introduction

1.1 The overarching purpose of the Panel is to ensure that the Council’s budget, corporate and service improvements arrangements are effective and efficient.
1.2 The Panel developed and managed a full work programme for 2014/15 to ensure effective challenge and scrutiny of improvement and finance issues.

1.3 The Panel has done this by:

- Regularly scrutinising quarterly performance and budget monitoring reports, which also include the Policy Commitments Tracker and Budget Savings Tracker.
- Considering the End of Year Finance and Performance reports and identifying key areas that require on-going or in depth performance monitoring.
- Q&A sessions with Cabinet Members to discuss the implementation and impact of budget decisions within their portfolios.
- Considering performance, improvement and budget issues.
- Requesting service briefings to enable the Panel to understand the performance issues around specific policies or service areas.
- Reviewing Cabinet reports and strategic programmes.
- Development sessions on the effective use of performance data.

1.4 The purpose of this report is to help councillors take stock of the work done this year and reflect on the experience, and to start thinking about what topics might be looked at by the Panel in the new municipal year.

2. Review of the year

Summary of year’s work and supporting data

Number of Conveners Letters – 18

Number of cabinet members attended meetings – 5

Number of times the Panel has met – 14 meetings, 1 site visit & 1 Training & Development session

Councillor attendance at the Panel on average – 80%

Achievements/Impact

The panel increased its dialogue with the Cabinet Member for Finance and Strategy, corresponding with him regularly. This has had the significant impact of providing increased opportunities for scrutiny involvement in the draft budget for 2015/16, including:

- Review of the Cabinet report and strategic programme – August 2014
- Review of engagement strategy – September 2014
- Consideration of the mid year budget statement – November 2014
- Consideration of engagement outcomes – December 2014
- Review of budget proposals – February 2015
The Panel has:

An opportunity to shape the new Corporate Improvement Plan rather than comment on a finalised version. It will be consulted on the development of the Plan in future meetings.

Increased its dialogue and engaged with Cabinet Members via Q & A sessions to monitor the implementation and impact of budget decisions within their portfolios.

Reviewed key service performance reports including: Recycling and Landfill Annual Performance Information and the Welsh Public Library Standards Annual Performance Report.


Visited a Flying Start setting prior to a detailed service briefing on the programme and will continue to monitor Flying Start performance through its quarterly and annual performance monitoring.

Improved its understanding of the use of performance data in scrutiny by attending a training & development session with the Local Government Data Unit.

3. Ideas and Suggestions for the Work Plan 2015/16

The Panel is responsible for developing its own work plan in consultation with relevant stakeholders such as; Cabinet Members, Heads of Service, Directors, relevant officers and councillors. In addition to ongoing monitoring there are a number of topics, ideas and suggestions that could form part of the Panel's work plan. Both are detailed below:

**Ongoing monitoring**

- Quarterly budget monitoring
- Quarterly Performance Monitoring (including Performance Commitments Tracker *)
- Corporate Improvement Plan 2013-2017
- Wales Audit Office Annual Improvement Report
- End of Year Performance Monitoring Report 2014-15
- Annual Review of Performance 2014-15
- Audited Statement of Accounts 2014-15 #
- *Recycling and Landfill (annual performance monitoring)*
- *Welsh Public Library Standards (Annual Performance Report)*
- *Strategic Equality Plan Annual Review*
• * Local Government Performance 2015-16 (Report of Local Government Data Unit – Wales) reported in October last year?

• * Following on from the last meeting, the Panel could discuss how it moves forward with this after the following questions were raised:

  Is the current document and presentation style of the PCT sufficient for robust scrutiny and to monitor the council progress?
  Should the milestones/steps for each outcome contain more measureable targets?
  What does the Panel want to achieve at the end of this process in terms of monitoring and development?

• # Check if this is going to Audit committee – does it also need to go to Scrutiny?

Cabinet Member Q & A sessions – continue

Scrutiny Programme Committee requested that S I & F Panel hold Q & A sessions with Cabinet Members to specifically focus on the achievement and impact of savings targets for 14/15 on their portfolios. This should be different to the Q & A sessions held on more general portfolio issues with the SPC.

*Prioritise in terms of levels of risk re;savings targets eg biggest savings required, biggest impact on staff, services etc.*
*Start with Cabinet Members not covered this year.*
*Book slots in advance for the year to ensure availability.*
*Avoid clashes with SPC*

Ideas for possible topics for scrutiny

• Budget Savings Tracker process – June?
• Outcome of Library Services Review
• Progress on ICT in-house management project
• Consideration of Budget engagement outcomes
• Email relevant Directors/Head of Service/Officers (suggestions)
• Panel to report back from the Business Support Outcomes Workshop
• Outcome of Commissioning reviews.
• Events
• Social Enterprises
• City Centre Regeneration
• Anti Poverty indicators/objectives
• School Budget plans

Review

• Terms of Reference for the Panel
4. Suggested meetings dates 2015/16

June 10\textsuperscript{th}
July 8\textsuperscript{th}
Additional meeting (New Performance Framework)
August 12\textsuperscript{th}
Sept 16\textsuperscript{th}
Oct 14\textsuperscript{th}
Nov 11\textsuperscript{th}
Dec 9\textsuperscript{th}
Jan 13\textsuperscript{th}
Feb 10\textsuperscript{th}
March 9\textsuperscript{th}
April 13\textsuperscript{th}

Appendices:
Appendix 1: Completed Work Plan 2014/15
Appendix 2: Terms of Reference
## COMPLETED

**Service Improvement and Finance Scrutiny Performance Panel**

**Work Plan 2014/15**

<table>
<thead>
<tr>
<th>Date for Panel Meeting&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Item to be discussed</th>
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| **Meeting 1**<br>14<sup>th</sup> May | • Annual work plan review  
To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny.  
• Work plan  
Development of work plan for 2014/15 |
| **Meeting 2**<br>11<sup>th</sup> June | • Cabinet Member for Finance and Resources Q&A session  
Cllr Rob Stewart  
• Budget Control and Monitoring 2014/15  
Mike Hawes, Head of Finance & Performance |
| **Meeting 3**<br>16<sup>th</sup> July | • Corporate Improvement Plan 2013-17  
Richard Rowlands, Corporate Improvement Manager  
• Feedback from Centre for Public Scrutiny conference  
To inform Panel of the launch of a new publication – Raising the Stakes: financial scrutiny in challenging times (a guide for Welsh local authorities) |
| **Meeting 4**<br>20<sup>th</sup> August | • Sustainable Swansea – Fit for the Future Strategy & Delivery Programme (reporting to Cabinet 29 July)  
Cabinet Member for Resources, Cllr Rob Stewart  
Dean Taylor/Mike Hawes  
• End of Year Performance Monitoring Report 2013-14 (reporting to Cabinet on 29 July)  
Richard Rowlands, Corporate Improvement Manager |
| **Meeting 5**<br>17<sup>th</sup> September | • Budget Consultation Engagement Strategy (reporting to Cabinet 26 August)  
Lee Wenham, Head of Communications  
• Wales Audit Office Annual Improvement Report  
Steve Barry, Wales Audit Office  
• End of Year Financial Monitoring Report  
Mike Hawes, Head of Finance & Performance  
• 1st Quarter Budget Monitoring Report, including Budget Savings Tracker  
Mike Hawes, Head of Finance & Performance |

<sup>1</sup> All meetings to take place on Wednesdays 1.30pm-3.30pm (as agreed by Panel on 10<sup>th</sup> April 2014)
### Site Visit
7th October 10am
- **Panel to visit Seaview Flying Start Project Townhill**
  To enable Panel Members to gather information on the purpose of Flying Start and hear first hand the experiences of staff working within the programme. This is in advance of a detailed service briefing on the Programme.

### Meeting 6
15th October
- **Flying Start briefing**
  Briefing requested by Panel in order to look in detail at performance of Flying Start Programme
  Sian Bingham, Early Years Strategy Manager and Sharon Llewellyn, Flying Start Co-ordinator

- **1st Quarter Performance Monitoring Report**, including Policy Commitments Tracker (reporting to Cabinet 23 September)
  Richard Rowlands, Corporate Improvement Manager

- **Annual Review of Performance 2013-14** (reporting to Cabinet 23 September and Council on 7 October)
  Richard Rowlands, Corporate Improvement Manager

- **Local Government Performance 2013-14 (Report Of Local Government Data Unit ~ Wales)**
  Rosie Jackson, Scrutiny Officer

### Meeting 7
12th November
- **Mid-Year Budget Statement:**
  Mike Hawes, Head of Finance & Delivery

### Training and Development –
arranged by Panel but all scrutiny Cllrs invited
25th November
- **Note different time and location:**
  3pm Circle Bar, Grand theatre

### Development Session with Local Government Data Unit (LGDU):
- **Use of performance data in scrutiny and the Local Authority Performance Bulletin 2013-14.** To ensure awareness of content of Local Government Data Unit Wales report and use to support the scrutiny of service performance.
  Richard Palmer, Head of Improvement, LGDU

### Meeting 8
4 December –
- **Note different day/time**
  3.30pm-4.30pm.
- **Additional meeting to accommodate availability of Cabinet Member**

- **Recycling and Landfill – Annual Performance Monitoring.**
  To monitor and challenge performance and action plan for meeting statutory targets.
  Cllr Mark Thomas, Cabinet Member for Environment & Transportation
  Ian Whettleton, Waste Divisional Officer
  Chris Howell, Head of Waste Management
| Meeting 9 10th December | • **Everyone's It: The Move To An In-House Managed ICT Service** – pre-decision scrutiny of Cabinet Report  
Sarah Caulkin, Head of Delivery & Information  
• **Consideration of Budget engagement outcomes (presentation)**  
Lee Wenham, Head of Communications & Customer Engagement  
Rhian Millar, Consultation Co-ordinator  
• **Welsh Public Library Standards – Annual Performance Report**  
To monitor and challenge performance and action plan for meeting standards  
Cllr Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration, Steve Hardman, Library Service Manager |
| --- | --- |
| Meeting 10 7th January  
Note different time 12.30pm-2pm. Additional meeting to accommodate availability of Leader | • **Sustainable Swansea: Fit for the Future Budget Proposals 2015/16-2017/18**  
Cllr Rob Stewart, Cabinet Member for Finance & Strategy (Leader)  
Mike Hawes, Head of Finance and Delivery |
| Meeting 11 14th January | • **Q&A with Cllr Jennifer Raynor, Cabinet Member for Education:** to discuss the implementation and impact of savings targets within her portfolio  
• **2nd Quarter Budget Monitoring Report**, including Budget Savings Tracker  
Mike Hawes, Head of Finance & Performance  
• **2nd Quarter Performance Monitoring Report**, including Policy Commitments Tracker (reporting to Cabinet 16 December)  
Richard Rowlands, Corporate Improvement Manager |
| Meeting 12 5th February  
Note different day and time 12-2pm | • **Final Budget**  
Cllr Rob Stewart, Cabinet Member for Finance & Strategy (Leader)  
Mike Hawes, Head of Finance and Delivery  
To include:  
• **Briefing – Budget Engagement Outcomes**  
Lee Wenham, Head of Communications & Customer Engagement  
Rhian Millar, Consultation Co-ordinator |
| Meeting 13 11th March | • **3rd Quarter Budget Monitoring Report**, including Budget Savings Tracker  
Mike Hawes, Head of Finance & Performance  
• **Q & A with Cllr Will Smith, Cabinet Member for Anti-Poverty:** to discuss the implementation and impact of savings targets within his portfolio |
| Meeting 14 15th April | • **3rd Quarter 2014-15 Performance Monitoring Report**, including Policy Commitments Tracker (reporting to Cabinet 17 March)  
Richard Rowlands, Corporate Improvement Manager |
Appendix 2

Brief for Service Improvement and Finance Performance Panel

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

2. What is the purpose of this Panel?
   To ensure that the Council’s budget, corporate and service improvement arrangements are effective and efficient.

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

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**Item 6c**

**Draft Service Improvement and Finance Scrutiny Performance Panel**

**Work Plan 2015/16**

*Draft plan to be discussed with the Panel. All Directors/relevant Heads of Service and relevant officers to be contacted to ask for potential items for inclusion.*

<table>
<thead>
<tr>
<th>Date for Panel Meeting</th>
<th>Item to be discussed</th>
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</thead>
<tbody>
<tr>
<td><strong>Meeting 1</strong>&lt;br&gt;May 13</td>
<td>• ICT project update</td>
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<td>• Q &amp; A with Councillor David Hopkins, Cabinet Member for Communities &amp; Housing: to discuss the implementation and impact of budget decisions within his portfolio</td>
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<td></td>
<td>• Annual work plan review – to reflect on the year’s work, achievement, experiences, issues, ideas for future scrutiny.</td>
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<td></td>
<td>• Development of work plan for 2015/16</td>
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<tr>
<td><strong>Meeting 2</strong>&lt;br&gt;June</td>
<td>• Cabinet Member for Enterprise, Development &amp; Regeneration and Head of Cultural Services – re: Grand Theatre.</td>
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<td>• City Centre Regeneration</td>
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<tr>
<td><strong>Meeting 3</strong>&lt;br&gt;July</td>
<td>• Corporate Improvement Plan</td>
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<td>• Swansea City Events</td>
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</tbody>
</table>
| Additional meeting | • Overview of New Performance Framework & Indicators  
Richard Rowlands, Corporate Improvement Manger |
| **Meeting 4**<br>August | • End of Year Performance Monitoring Report 2014-15  
Richard Rowlands, Corporate Improvement Manager |
|                        | • Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions. |
| **Meeting 5**<br>September | • End of Year Financial Monitoring Report  
Mike Hawes, Head of Finance & Performance |
|                        | • 1st Quarter Budget Monitoring Report, including Budget Savings Tracker  
Mike Hawes, Head of Finance & Performance |
|                        | • School Budget Plans |
| **Meeting 6**<br>October | • 1st Quarter Performance Monitoring Report, including Policy Commitments Tracker  
Richard Rowlands, Corporate Improvement Manager |
|                        | • Annual Review of Performance 2014-15  
Richard Rowlands, Corporate Improvement Manager |

3 Panel has agreed time and day for meetings for 2015/16 - Wednesdays at 1.30-3.30pm.
| Meeting 7  
| | • Mid-Year Budget Statement:  
  Mike Hawes, Head of Finance & Delivery  
• Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.  
• Social Enterprises  
| | **Meeting 9  
December**  
| | • Recycling and landfill – Annual Performance Monitoring  
  Cllr Mark Thomas, Cabinet Member for Environment & Transportation  
  Ian Whettleton, Waste Divisional Officer  
  • Welsh Public Library Standards – Annual Performance Report  
  Cllr Robert Francis - Davies, Cabinet Member for Enterprise, Development & Regeneration  
  Steve Hardman, Library Service Manager  
| | **Meeting 10  
January**  
| | • Draft budget Proposals – date will depend on report availability  
• Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.  
| | **Meeting 11  
January**  
| | • 2nd Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet in December)  
  Richard Rowlands, Corporate Improvement Manager  
• 2nd Quarter Budget Monitoring Report, including Budget Savings Tracker  
  Mike Hawes, Head of Finance & Performance  
| | **Meeting 12  
February**  
| | • Budget Scrutiny (Final Cabinet/Council Papers – meeting date will depend on report availability)  
  Mike Hawes, Head of Finance & Performance  
  Cllr Rob Stewart, Leader/Cabinet Member for Finance & Strategy  
| | **Meeting 13  
March**  
| | • 3rd Quarter Budget Monitoring Report, including Budget Savings Tracker  
  Mike Hawes, Head of Finance & Performance  
• Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.  
| | **Meeting 14  
April**  
| | • 3rd Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet in March)  
  Richard Rowlands, Corporate Improvement Manager  
• Annual work plan review  
  To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny.  

*NB usually best to stick to no more than 2/3 substantive items per agenda, although not always possible.*
Letters since (6 May 2014)

<table>
<thead>
<tr>
<th>Scrutiny Programme Committee ref no.</th>
<th>Meeting date</th>
<th>Main Issue(s)</th>
<th>Cabinet Portfolio</th>
<th>Letter Sent</th>
<th>Response Received</th>
<th>Reported to:</th>
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</thead>
</table>
| 2013/14-23                           | 10 April     | • Finance Monitoring – 3rd Quarter  
• Performance Monitoring – 3rd Quarter  
• Policy Commitments Tracker | Anti-Poverty / Finance & Resources / Regeneration / Place Sustainability / Target Areas / Children & Young People | 6 May | 5 Aug | 20 Aug  
1 Sept |
| 14/15-6                              | 11 June      | • Saving targets/staffing issues  
• Council tax  
• ICT contract  
• Budget scrutiny  
• HRA changes | Finance & Resources | 2 Jul | 18 Jul | 20 Aug  
4 Aug |
| 14/15-11                             | 16 July      | • Observations on Corporate Improvement Plan | Finance & Resources | 6 Aug | 23 Sept | 15 Oct  
27 Oct |
| 14/15-12                             | 16 July      | Questions relating to Corporate Improvement Plan:  
• Affordable Housing  
• Welfare rights training for staff  
• Sustaining Council tenancies | Wellbeing Place | 6 Aug | 3 Sept | 17 Sept  
29 Sept |
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</table>
| 14/15-16                           | 20 August    | • Flying start  
• Issues relating to Sustainable Swansea Budget Strategy:  
  ❖ Public engagement with the budget  
  ❖ Digital services  
  ❖ Governance structures for Sustainable Swansea | Finance & Resources       | 11 Sept      | 18 Sept           | 15 Oct 27 Oct       |
| 14/15-19                           | 17 Sept      | • Observations on Budget Engagement Strategy  
• Comments re. Council’s new Community Action Fund  
• Observations on WAO Annual Improvement Report  
• End of Year Financial Report  
  Request for further information  
| 14/15-20                           | 15 October   | • Feedback from panel’s discussion on Flying Start Programme  
• Information only, response not required. | Services for Children & Young People | 6 Nov        | No response required | 12 Nov 24 Nov        |
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</table>
| 14/15-21                            | 15 October   | • Feedback on Panel’s comments on 1st Quarter Performance Monitoring Report and Annual Performance Report  
• Information only, response not required.                                                                                                           | Finance & Strategy                        | 6 Nov       | No response required    | 12 Nov                       |
|                                     |              |                                                                                              | Cc’d to relevant Cabinet Members           |             |                        | 24 Nov                       |
| 14/15-32                            | 12 November  | • Observations on Mid-Year Budget Statement  
• Request for Leader’s views on scrutiny of joint working arrangement – Western Bay  
• Comments on budget consultation events and suggestion that cabinet should ensure that all wards are included. | Finance & Strategy | 4 Dec       | 23 Dec                 | 14 Jan                       |
|                                     |              |                                                                                              |                                             |             |                        | 19 Jan                       |
| 14/15-38                            | 4 Dec        | • Recycling & Landfill Performance Annual Report                                                                                                                                   | Environment & Transport                   | 22 Dec      | Not required            | 14 Jan                       |
| 14/15-39                            | 10 Dec       | • Welsh Public Library Standards Annual Statement                                                                                                                                   | Enterprise, Regeneration & Development    | 22 Dec      | Not required            | 14 Jan                       |
| 14/15-40                            | 10 Dec       | Pre-decision scrutiny of exempt cabinet report:  
• Everyone’s IT - the move to an in-house managed ICT service                                                                                               | Finance & Strategy | 15 Dec      | 30 Dec                 | Circulated to panel via email on 30 Dec. |

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<tr>
<td>14/15-42</td>
<td>7 Jan</td>
<td>Draft Budget Proposals</td>
<td>Finance &amp; Strategy</td>
<td>15 Jan</td>
<td>3 Feb</td>
<td>Circulated by email 5 Feb included in agenda pack for 11 March for public record 16 Feb</td>
</tr>
<tr>
<td>14/15-45</td>
<td>14 Jan</td>
<td>Cabinet Member Question Session</td>
<td>Education</td>
<td>3 Feb</td>
<td>25</td>
<td>11 March 16 March</td>
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<tr>
<td>14/15-46</td>
<td>14 Jan</td>
<td>Queries arising from 2nd Quarter Budget monitoring report</td>
<td>Enterprise, Development &amp; Regeneration; Housing &amp; Communities</td>
<td>3 Feb</td>
<td>17 Feb</td>
<td>11 March 16 March</td>
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<tr>
<td>14/15-55</td>
<td>5 Feb</td>
<td>Budget Scrutiny</td>
<td>Finance &amp; Strategy</td>
<td>23 Feb</td>
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<tr>
<td>14/15-56</td>
<td>14 Jan</td>
<td>In Year Education Grant Cuts</td>
<td>Education – letter sent to Chair of ERW Cllr Kevin Madge (Education through Regional Working) and CCd to Cabinet Member for Education/Director of People</td>
<td>23 Feb</td>
<td></td>
<td>• Panel</td>
</tr>
<tr>
<td>14/15-57</td>
<td>11 Mar</td>
<td>Cabinet Member Question Session</td>
<td>Anti-Poverty</td>
<td>25 Mar</td>
<td></td>
<td>• Scrutiny Programme Committee</td>
</tr>
</tbody>
</table>
Dear Leader and Cabinet Members,

Service Improvement and Finance Scrutiny Performance Panel
15 April 2015

The Service Improvement and Finance Scrutiny Performance Panel met on 15 April to consider the 3rd Quarter Performance Monitoring report, including the Policy Commitments Tracker. We are grateful to Richard Rowlands who attended the meeting and provided us with advice and support.

We considered a range of issues and raised questions on various topics, some of which are likely to cut across the cabinet portfolios, therefore we would be grateful if the appropriate Cabinet Members could provide responses to the questions and provide the information outlined within this letter.

Performance Monitoring – 3rd Quarter

CHR/002 (no of working days lost to sickness absence)
We noted that although there is an improvement in performance in comparison to the same period last year, it is unlikely that the annual target of 8 will be met.
The Panel would like to be provided with a breakdown of sickness figures for each Department. We would also like a comparison of last year’s sickness absence figures for the authority with other local authorities.

**EDU016a & EDU016b – Percentage of pupil attendance in primary & secondary schools**

Performance for this indicator is improving and these are the highest attendance rates since 2008/09. However the authority is still ranked 20th (primary) and 16th (secondary) in Wales. The Panel raised two questions; are attendance levels being raised quickly enough and are they any trends in the figures?

We would like a breakdown of attendance figures, absence figures and the make up of the absence figures.

**SCA001 – the rate of delayed transfers of care for social care reasons per 100 population aged 75**

We observed with concern that performance is down in comparison to last year. The Panel will continue to monitor performance of this indicator and noted the explanation for the increase of delayed transfers.

To look at the figures in more detail the Panel has requested a figure for the total number of people transferred by Social Services.

**SCC043a & SCC043b – the percentage of required core assessments completed within 35 working days and average time taken to complete those required core assessments that took longer than 35 days.**

Although the targets have not been met for these indicators, we are pleased to note that performance has improved since the last quarter and that continued improvement is expected throughout the year.

**CTG4 – Grand Theatre usage (physical visits)**

We noted the reduction in visits to the Grand Theatre compared to the previous year. The Panel has requested further explanation for this and more detail on the performance figures.

We would like the Cabinet Member for Enterprise, Development & Regeneration and the Head of Cultural Services to attend a future meeting to discuss the performance for this indicator in more detail.

**LCL001 – the number of visits to public libraries during the year per 1,000 population**

We discussed the performance of this indicator which is down on the previous year and the target for library visits which has not been met.

To identify potential trends in the reduction of library visits the panel has requested a breakdown of visits for each individual library.

**PLA1005 – percentage of reinforcement cases resolved during the year within 12 weeks**
We are pleased to note the performance figure of 43% for this indicator which is an improvement on the previous quarter figure of 30%. The 55% target was missed by 12% however general performance has started to improve and it is anticipated that performance will continue to improve throughout the year.

**STS006 – The percentage of fly tipping incidents cleared within 5 working days**
We noted that performance for this indicator is slightly below target. The number of incidents cleared within 5 days has improved however the number of incidents reported has increased. The Panel discussed this indicator in detail and raised the following questions:

- Has the introduction of the three bag limit contributed to the increase of incidents?
- Is the cost of rubbish disposal a factor in fly tipping?
- Is there sufficient enforcement of fly tipping incidents?
- Why is there a lack of publicity around successful fly tipping prosecutions?

**BBMA1 – Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts.**
We observed that performance is down on this indicator both in comparison to the same quarter last year and the previous quarter. We noted the explanation that a number of projects have been delayed but will be starting at the beginning of the next quarter. The Panel will be provided with a definition of this indicator.

**Strategic Quarterly PI report**
We discussed and noted the general downward turn in the overall figures outlined in the Strategic Quarterly PI report especially those for Corporate Services.

The Panel will be monitoring this report closely and would like a corporate explanation for the downturn in figures.

**Policy Commitments Tracker**
Whilst we do not have any specific recommendations, we wished to advise you, and the relevant Cabinet Members, of the Panel’s discussions about how it monitors, develops and assesses the progress of the Policy Commitments Tracker.

We agreed that the Panel should review how it scrutinises the Policy Commitments Tracker as part of our work plan discussions for 2015/16

**Work plan**
On a final note, we will be discussing and agreeing our work plan for the forthcoming year at our next meeting on 13th May and will share this with you in due course.

**Your Response**

In your response we would appreciate your comments on any of the questions and issues raised in this letter. Please provide your response by 31 May.
Yours sincerely,

Councillor Mary Jones  
Convenor, Service Improvement and Finance Performance Panel  
✉️ Mary.Jones@swansea.gov.uk