Service Improvement & Finance Scrutiny Performance Panel Agenda

Date: Wednesday 13th April 2016  Time: 11.00 – 13.00
Venue: Committee Room 6, Guildhall

Summary: This is an agenda pack for a meeting of the Service Improvement and Finance Scrutiny Performance Panel taking place on the 13th April 2016. The main items on the agenda are an end of project report “ICT – The Move to an in-house service” and the 3rd Quarter Performance Monitoring Report.

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
Jo Harley – ICT Strategic Performance Manager
Richard Rowlands – Corporate Improvement Manager

Copy of agenda for information to:
Dean Taylor – Director of Corporate Services
Mike Hawes – Head of Finance & Delivery
Paul Beynon – Chief Internal Auditor
Lee Wenham – Head of Communications & Customer Engagement

AGENDA

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Apologies</td>
</tr>
<tr>
<td>2.</td>
<td>Declarations of interests</td>
</tr>
<tr>
<td>3.</td>
<td>Notes from meeting held on 9th March 2016 and matters arising</td>
</tr>
</tbody>
</table>
| 4. | ICT – The move to an in-house service: End of Project Report  
Sarah Caulkin – Head of Information & Business  
Jo Harley – ICT Strategic Performance Manager |
| 5. | 3rd Quarter Performance Report  
Richard Rowlands – Corporate Improvement Manager |
| 6. | Convener’s letters and Cabinet Member Responses  
a) Convener’s letter from meeting on 10/2/16 - sent 29/2/16  
b) Response from Cabinet Member for Finance & Resources (Leader) received on 18/3/16 |
| 7. | Work Plan 2015/16 |

***Please note members should declare personal and prejudicial interests and party whipping in the usual manner***

Contact: Rosie Jackson, Scrutiny Officer ☏ 01792 636292 Email: rosie.jackson@swansea.gov.uk
ITEM 3

Service Improvement and Finance Performance Panel
Meeting Notes 9th March 2016

In attendance

Councillors:
Chris Holley (Convener)  Mary Jones
Jeff Jones                  Paxton Hood Williams
Tony Colburn               Keith Marsh
David Cole

Councillor Christine Richards, Cabinet Member for Services for Children & Young People
Councillor Jane Harris, Cabinet Member for Adults & Vulnerable People

Officers:
Dave Howes – Chief Social Services Officer
Ben Smith – Chief Accountant
Rosie Jackson – Scrutiny Officer

1. Apologies
Lynda James, Phil Downing, Joe Hale

2. Disclosure of Members’ personal interests:
None

3. Matters arising from meeting notes 10th February
Budget scrutiny: Cllr Keith Marsh requested that a follow up question is asked in writing to the Leader regarding the charges made to businesses for use of A-Frames and tables and chairs on pavements.

4. Q&A Session with Cabinet Member for Services for Children & Young People
The purpose of the session was for the Panel to explore the implementations and impact of savings targets within the Children & Young People portfolio.

The Cabinet Member provided an overview of the key issues in her portfolio. The question session led to discussion around the following topics:

- Child and Family Services: She advised the Panel of a significantly improved financial position for Child & Families Services from 2012/13 where the service overspent by £5.7m to a position where there is a projected underspend of £2.5m for
2015/16. She stated that Child & Family Services remains a fragile area of the Council’s work where the needs and safety of children remain the foremost concern; therefore any changes in demand will have an impact on progress towards meeting savings targets.

- Use of underspends in CFS budget and the need to manage Social Services budget as a whole.
- Progress of the Safe Looked After Children Reduction Strategy.
- Wider youth services – including the importance of youth workers and a change in approach from outreach work to targeted caseload approach to supporting young people and families.
- Outdoor centres – including closure of Dan Y Coed and retention of Rhosili and Borfa House.
- InfoNation and the bringing together of advice and support services for young people into one location on the Kingsway in order to ensure that services remain open access.
- Team around the family – confirmed that this is now a Swansea Wide approach and no longer area based.
- NEETs – remains a priority to ensure that all agencies working together to avoid young people falling through the net. Importance of early intervention and prevention approach.
- Flying Start – discussed whether programme is under threat but confirmed it remains a WG funded flagship project.
- Early Years Strategy – has been rolled out across Swansea
- Regional Adoption Service – Western Bay includes Bridgend, Swansea Neath & Port Talbot. Approach is proving successful, particularly the link between financial contributions and performance. Biggest aim has been to recruit more adoptive families, has been successful in this – doubled the no. of adopters and 50% more children placed in the region. Swansea anticipating making a saving of around £300k.
- Youth Citizenship – Cabinet Member agreed to provide the panel with written details on this. Panel suggested that the Cabinet Member consider introducing a council-wide Youth Citizenship award.

5 Q&A Session with Cabinet Member for Adults and Vulnerable People

The purpose of the session was for the Panel to explore the implementations and impact of savings targets within the Adults and Vulnerable People portfolio.

The Cabinet Member provided an overview of the key issues in her portfolio. The question session led to discussion around the following topics:

- Budget overspend – Cabinet Member confirmed that Adult Conveners letter to be prepared summarising the issues discussed and recommendations from the Panel
Social Services is anticipating an overspend at the end of the year.

- Commissioning reviews are underway for Domiciliary Care, Day care services, residential care and mental health & learning disability services.
- Centralised support services – it was confirmed that social services are pro-actively involved in this. Some discrete services have already been transferred included legal services and HR. Other services will move at the start of the 2016/17 including transport, IT and training. The more disparate elements of support will be covered by the corporate business Support Review.
- Demand management – panel asked whether qualifying criteria will be made more stringent to deal with demand. Advised that the new Act takes away eligibility criteria and provides a statutory entitlement for assessment and a statutory entitlement for needs to be met, however it is up to social services how these needs are met. New approach focuses on achieving outcomes. Look at whether they can be met through a person’s existing recourses. Social services there to support outcomes that can’t be met any other way. Challenging new approach as it is not what staff and the public are used to.
- Plan to develop a similar approach to child and family services e.g. Signs of Safety Approach.
- Joint equipment register – agreed that this is an area that needs more work and that recycling of equipment is not as good as it should be, particularly to improve joint working between housing and social services. Acknowledged that it is important to re-use equipment wherever possible and have a ready supply in order to facilitate people remaining in their own homes.
- Deprivation of Liberty Safeguards – DOLS – Agreed to provide written details of what this is and how it is applied in Swansea.
- Assistive technology – telecare is widely used in Swansea but not strongly placed in the use of other types of assistive technology. Cabinet Member has directed officers to work up a business case of “Invest to Save” fund to improve Council’s use of assistive technology.

6. 3rd Quarter Budget Monitoring

Ben Smith, Chief Account provided the Panel with the 3rd Quarter budget report. Panel noted the current position; in particular that the current forecast overspend is £2.5m. The Panel were advised that if this occurs then it will entail additional draw down from the council’s reserves.

Panel also noted that the capital spend position has improved from the 2nd Quarter.
7. Work Plan

Panel discussed the work plan and the following potential items were raised by the Convener for discussion at May’s meeting when the panel will carry out its Annual Workplan Review:

- A report on Fees and Charges: including what the authority charges for services, decision making responsibilities, and comparison with other local authorities.
- Consultation on the outcomes of the Commissioning Reviews – in conjunction with other scrutiny performance panels where relevant.
- Review current approach to budget and performance monitoring
- A scrutiny finance development workshop
ITEM 4

Report of the Convener
Local Service Board Scrutiny Panel
13th April 2016

THE MOVE TO AN IN-HOUSE MANAGED ICT SERVICE
END OF PROJECT REPORT

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To provide the Panel with the opportunity to consider the IT End of Project Report that went to Cabinet in January 2016, as the conclusion of its scrutiny work looking at the transition to an in-house managed IT service.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>This report provides a summary of the work the Panel has completed since December 2014. Attached at appendix 1 is the Cabinet Report 21 January 2016 “The move to an in-house managed IT Service”.</td>
</tr>
<tr>
<td>Panel Members are being asked to</td>
<td>The Panel is asked to discuss conclusions arising from this session for inclusion in the Convener’s letter to the Cabinet Member, including: 1. What you want to say about this project to the Cabinet Member in the Convener’s letter (what are your conclusions arising from this session?) 2. Do you have any specific recommendations for the Cabinet Member regarding this project?</td>
</tr>
</tbody>
</table>
| Lead Councillor(s) | Cllr Chris Holley – Convener of the Service Improvement & Finance Scrutiny Panel  
Cllr Rob Stewart – Cabinet Member for Finance & Strategy (Leader) |
| Report Author | Rosie Jackson, Scrutiny Officer  
Tel: 01792 636292  
E-mail: rosie.jackson@swansea.gov.uk |

1. Background

1.1 The Service Improvement and Finance Scrutiny Performance Panel identified consideration of the future plans for the delivery of ICT services as a key area for scrutiny as part of its work planning in 2014.

1.2 The issue was discussed 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 As a result, and with the agreement of the Convener of the Scrutiny Programme Committee, the Panel undertook pre-decision scrutiny of the Cabinet Report on the ICT Operating Model in December 2014.

1.4 The Panel raised a number of issues that they wished Cabinet to consider as part of its decision making process and the Convener attended the Cabinet meeting in order to present the Panel’s views. These included:

- Concerns about the financial risks to the Council from any delays in finalising the Exit Plan.
- Concerns about the lack of comprehensive financial details regarding the Budget Provision 2016-17 for the ICT Contract.
- Concerns regarding the risks relating to TUPE issues
- Recommended that a User’s Forum should be established in order to inform the future development of the ICT Service, including Councillors, staff and other service users.
- Continuing consultation with Scrutiny at appropriate stages

1.5 The Panel received further updates on the progress of this project in May and November 2015.

1.6 The issues discussed by the Panel at these meetings included:

- Timescales for the ICT Project
- The procurement process undertaken by the Council for Oracle support from a third party supplier
- The resilience of the new systems and whether any emergency simulations or scenarios have been carried out
- Requests for further information via Convener’s letters to the Cabinet Member including:
  - Details of the overall costs of the support and contract provided by the awarded supplier.
  - An organisational chart of all the IT services currently provided by Capgemini for the Council.
  - An organisational chart/information about the Oracle support that will be provided by the new supplier.
  - Savings achieved from project
  - Details of what has been and what will be implemented via (staff) self service
  - A list of the content of the contract and the terms & conditions
  - Details of the other parts of ICT provision will be procured via a tender process and the timetable for this
2. End of Project Review

2.1 The Everyone’s IT Project has now come to an end and the ICT service is now an in-house managed service.

2.2 The Panel has the opportunity to consider the End of Project review that went to Cabinet in January 2016. The Cabinet report is attached at appendix 1.

2.3 This report represents the finalisation of the project to move the IT service to an in-house managed service. It provides details on:
   - The key objectives and scope of the project
   - External assurance provided by Gartner
   - The benefits achieved through the delivery of an in-house managed IT service, including the cost savings
   - Oracle/ISIS Procurement – including information on the procurement process and details of the new Oracle partner Infosys
   - The major risks that were identified for the project, which are all now resolved
   - Details on financial, legal and equality & engagement implications.
   - Appendices with details on:
     a) ICT transition costs
     b) ICT Budget 2016-17
     c) End of Project Report v2.0

3. Conclusion

The Panel is asked to discuss conclusions arising from this session, including:

- What you want to say about this project to the Cabinet Member in the Conveners letter?
- Do you have any specific recommendations for the Cabinet Member arising from this session regarding this project?
THE MOVE TO AN IN-HOUSE MANAGED ICT SERVICE

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>The purpose of this report is to provide Cabinet with the details of the closure report and to demonstrate that the project has achieved what it set out to deliver.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason for Decision:</td>
<td>No Decision – Final Update on The Move to an In-House Managed ICT Service.</td>
</tr>
<tr>
<td>Consultation:</td>
<td>Legal, Finance, Procurement, HR.</td>
</tr>
<tr>
<td>Report Author:</td>
<td>Sarah Topliss / Jo Harley</td>
</tr>
<tr>
<td>Finance Officer:</td>
<td>Carl Billingsley</td>
</tr>
<tr>
<td>Legal Officer:</td>
<td>Tracey Meredith</td>
</tr>
<tr>
<td>Access to Services Officer</td>
<td>Sherill Hopkins</td>
</tr>
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1.0 Introduction and Summary

1.1 The Council initiated a project to manage the Exit from the 10 year Strategic Partnership Agreement with Capgemini which terminated on 31st December 2015.

1.2 An ICT Contract Options Report was taken to Cabinet on March 11th 2014 which identified the options available to the City & County of Swansea, to ensure the continued provision of ICT services when the current ICT Contract with Capgemini expires.

1.3 Cabinet approved the report and authorisation was given to proceed with the development of an ICT Operating model and proposed delivery of the ICT In-house managed service.

1.4 Work started on the project in March 2014, to Exit the Capgemini Contract and to develop the detail of the in house managed service, with support from Gartner who provided due diligence advice.
1.5 A further report was taken to Cabinet in December 2014 with the proposed new ICT operating model including use of a 3rd party Oracle Support Supplier. Cabinet approved that report and the Move to an In-house Managed ICT Service Project started work January 2015. Cabinet subsequently agreed a revised ICT/Digital Strategy in November 2015.

2.0 Key Objectives and Scope of the Project

2.1 The project consisted of 3 main elements.
   - The smooth exit transition from Capgemini including staff and operations
   - The implementation of an ICT Service Desk
   - Procuring on-going Oracle Support

2.2 The Key objectives of the project have been achieved and are detailed below:
   - Transfer in-scope staff from Capgemini to the City and County of Swansea in accordance with relevant staff transfer regulations.
   - Migrate support of the in-scope Services from Capgemini to the City and County of Swansea with minimal business disruption
   - Involve and consult transferring staff during the transfer process
   - Define the on-going Governance for Service Delivery
   - Provide a smooth Exit Transition with minimum service disruption for the City and County of Swansea
   - Implement a strong governance model to closely monitor the deliverables
   - Appoint an Oracle supplier to ensure ongoing support for ISIS
   - Incorporate the Corporate Service desk into the current schools service desk.

2.3 The Key milestones of the project were achieved on target and are detailed below:
   - Project Plan Complete
   - Wave 1 Staff Transfer complete (Infrastructure staff excluding Service Desk, Back up and DBA teams)
   - Wave 2 Staff transfer Complete (Application services staff and Service Desk staff transfer. DBA and Backup services transferred)
   - Transition Closure Report
   - Oracle support in place
   - Implemented Council wide ICT Service Desk

All tasks were achieved on time and to plan

3.0 External Assurance

3.1 External advice and assurance has been provided by Gartner throughout the project at key points. This has taken the form of conference calls with
advisors and analysts on the approach to in-house sourcing, advice on best practice operating models and how to create this from information from the business and best practice templates. Gartner also reviewed the draft Exit Plan which was compiled with Capgemini and agreed that it covered the areas required. Gartner provided valuable input by reviewing and providing assurance on, the detailed transition plan and also reviewed the Oracle Procurement process and selection. They confirmed that the scoring matrix and process was robust and highly rated the successful supplier, which was based on Gartner’s global market intelligence.

3.2 Garner has provided the following statement:-
We can confirm that various members of staff within the IT team of the City & County of Swansea utilised the subscription to Gartner for research and advice at various stages during the insourcing project. In particular, the elements of the project that have undergone review include the development of the operating model, review of the detailed transition plan and the Oracle support procurement. The final review took place in January 2016, which comprised a critique of the document entitled ‘End of Project Report, Everyone’s IT Project’ by analyst Michael Hanford. The overall summary by the analyst was of a job very well done with some minor learning points outlined for future reference.

A key component of Gartner’s value to clients is the ability for them to peer connect on topics in a world removed from vendors. The success of the insourcing project at Swansea has led to a number of Gartner clients who have started insourcing projects requesting to speak to Swansea. Being a beacon Council during difficult times of austerity is a great accolade to all those who worked on this project, and we are proud to have been associated with it. Gartner look forward to continuing the relationship with the Council as they look to leverage the power of their in house IT team and deliver savings through a digital strategy.

4.0 Benefits

4.1 As previously stated there are a range of benefits from the in-house managed services. The End of Project report details those that have already been achieved and those that are expected to be achieved in 2016. In summary the key benefits include:

**CCS ICT Service Desk implemented.**

The user portal and password reset have been implemented to enable self service options. The self-service element of the service desk follows the principals of the business support commissioning review. This will also support the approach to demand management for those services which may use the same system in the future, e.g. other internal customer contact.
Out of Hours Support
There are reduced costs for out of hours support maintenance as these are delivered either through the use of flexi time or standard overtime costs and not the contract rate card which Capgemini apply to these services which was significantly more expensive.

Enhanced Flexibility
The in-house service has been restructured to provide a more flexible ICT Service. The Council would be in control of all the resources and could therefore manage those resources more effectively. Now all the staff have transferred, plans are being put in place to cross train teams to create flexibility in resource management. This has already been demonstrated in the recent electrical work and subsequent disaster recovery as staff that transferred worked long hours before, during and after the changes, sometimes until the early hours of the morning. If the contract were still external the remedy would have been very costly for the Council and in all likelihood would have taken longer to resolve with the previous supplier.

Collaboration
The Council is in a better position to collaborate with other organisations and reduce costs for the Council. ICT is now working with Neath Port Talbot to provide shared resource in some areas and aligning future developments. This level of innovation would not have been possible under the Capgemini contact without incurring significant cost.

ICT Cost Savings
Savings identified in the MTFP will be delivered in April 2016. These are:-

<table>
<thead>
<tr>
<th>Saving Description</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saving 2015/16 – Project Management</td>
<td>58</td>
</tr>
<tr>
<td>Saving Target 2016/17 - Cap Gemini Unitary Charge</td>
<td>1,136</td>
</tr>
<tr>
<td>Saving Target 2016/17 - ICT Investment Fund</td>
<td>40</td>
</tr>
<tr>
<td>Saving Target 2016/17 - Research &amp; Information</td>
<td>79</td>
</tr>
<tr>
<td>Saving Target 2016/17 - Oracle Systems / Proposals</td>
<td>192</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,505</strong></td>
</tr>
</tbody>
</table>

Another benefit that was not previously identified but has been realised is that unknown skill sets of the transferred staff have been utilised in forming the new service delivery plans for the ICT digital strategy. These skills will also be used to help deliver the ICT elements of Sustainable Swansea – Fit for the Future. Cross training of these skills is being undertaken to improve ICT service delivery. This has improved morale across the teams.
5.0 Oracle (ISIS) Procurement

5.1 Oracle supports finance, procurement, HR/payroll and operational activities across the Council. There are c3,800 users, with c1,000 core users (i.e. excluding employee/manager self-service and iSiop).

A considerable investment has been made in implementing and developing Oracle over the past 8 years. It provides the Council with an integrated system and supports business processes across a number of areas. It is central to our self-service agenda for business improvement and efficiencies.

5.2 The procurement strategy was effective and the project used the Crown Commercial Services Enterprise Application Support Services framework to procure Oracle support.

All suppliers on the framework were invited to attend an open day on 17th February 2015 to discuss the draft specification. This was to ensure that the Council had included everything and to provide recommendations on what could be included to ensure a high quality service.

Using this framework significantly reduced the timeframe for the procurement but added a level of assurance and quality.

5.3 Our new Oracle partner is Infosys and they took over support from 1st November 2015. Infosys are a global company with an excellent reputation. Gartner, our external advisory company for IT, have assured Infosys as a company, in being able to provide excellent Oracle support services. This contract will enable the Council to ensure that developments and day to day support is enhanced.

6.0 Risks

6.1 Risk Management was performed in accordance with CCS Risk Management process and aligned to Capgemini’s DELIVER methodology. The CCS Exit Transition Manager was responsible for recording and managing project risks for CCS and the Capgemini Exit Transition Manager was responsible for recording and managing project risks for Capgemini

Risks and Issues were tracked on a register. The major risks and issues reported to Board are as follows:

<table>
<thead>
<tr>
<th>Ref</th>
<th>Risk</th>
<th>Comment/Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IF: Contract Change Note (CCN) is not agreed between Capgemini and the City and County of Swansea THEN: transition will be aligned to contractual dates.</td>
<td>The CCN was for the main contract and NOT for transition. However CCN was required or mandatory to agree and kick off transition earlier than contractual timeline</td>
<td>Closed</td>
</tr>
<tr>
<td>Ref</td>
<td>Risk</td>
<td>Comment/Action</td>
<td>Status</td>
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<tr>
<td></td>
<td>CG did take some time in preparing this document in line with the Contract. CCS obtained legal and Financial review and agreed within timescales.</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>IF CCS team or a new service provider do not secure skilled staff for Knowledge Transfer activities as planned THEN it will impact Exit transition timeline</td>
<td>Initially the areas of concern were SQL and Infra DBA support. However resources were identified to carry out this support and also training requirements for the role. Training was conducted and so this did not impact the Knowledge transfer activities or timelines.</td>
<td>Closed</td>
</tr>
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<td>3</td>
<td>IF: some of the In scope TUPE staff may not join council THEN: Additional Knowledge Transfer sessions planning may be required</td>
<td>Some members of staff did not transfer back to CCS, however before leaving Capgemini we ensured they transferred knowledge to those colleagues who would be returning thus mitigating the risk and cost.</td>
<td>Closed</td>
</tr>
<tr>
<td>4</td>
<td>If Axios do not deploy resources for Service Desk Implementation in time THEN it may impact Service Desk go live</td>
<td>There was a delay with Axios deploying resource; however the consultant supplied was highly experienced. The plan was produced and CCS ensured the correct resources were identified and assigned to the project. All CCS staff were committed and worked really hard to ensure timescales were met.</td>
<td>Closed</td>
</tr>
<tr>
<td>Ref</td>
<td>Risk</td>
<td>Comment/Action</td>
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<td>5</td>
<td>IF: CCS do not acquire additional SQL resource in time THEN: SQL resource on boarding will be delayed and may impact quality of services</td>
<td>Head of Information &amp; Business Change has been working with NPT to establish a collaborative approach between NPT and CCS. NPT provided SQL resource for CCS.</td>
<td>Closed</td>
</tr>
<tr>
<td>6</td>
<td>IF: CCS operational teams do not have bandwidth to participate sufficiently in Axios Service Desk implementation then it will impact Service Desk implementation timeline</td>
<td>This was monitored closely and regular meetings held with team leaders to identify pinch points. The Operational team worked exceptionally hard to ensure delivery</td>
<td>Closed</td>
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<tr>
<td>7</td>
<td>Two BT links are connecting Civic center and Guildhall and if BT Link contract is not novated to council by 31.12.15 then the connectivity between two premises may get lost</td>
<td>The criticality of Links was been highlighted to BT- CCS account manager and she acknowledged the same. BT-CCS Account manager created the links novation document and this was signed off by CCS. BT provided contract novation document to CG. CG reviewed the document and provided feedback to BT. BT to respond. The contract has been signed by the 3 parties, Capgemini, CCS and BT.</td>
<td>Closed</td>
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<table>
<thead>
<tr>
<th>Ref</th>
<th>Issue</th>
<th>Comment/Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Oracle Licence agreement is in Capgemini’s name and so</td>
<td>Oracle had to reissue the agreement, however</td>
<td>Closed</td>
</tr>
<tr>
<td>Ref</td>
<td>Issue</td>
<td>Comment/Action</td>
<td>Status</td>
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<td></td>
<td>Oracle need to release a new agreement to CCS for both parties to agree a change of name on the licenses. The licence agreement did not reach Oracle by the deadline date 31st August. It is not clear at this moment if Oracle will change the date and will send back the document or will start the entire process again. Capgemini Procurement dealing with Oracle and will Inform CCS asap.</td>
<td>the CCS Oracle team Leader spoke with Oracle and they agreed to reissue the original agreement with an extended date and not re start the whole name change process.</td>
<td></td>
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</tbody>
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6.2 Outstanding risks

No outstanding risks

7.0 Financial Implications

7.1 The transition costs for Everyone’s IT project are shown in the table in Appendix A. The process has been contained within the 2014/15 and 2015/16 Information & Business Change budget, together with a negotiated reduction in the final 5 months of the contract

7.2 Appendix B shows the indicative costs of the in house managed service to be £6.222m in 2016-17, a saving of £1.505m on the 2015/16 budget of £7.727m. The reduction is in line with the targeted saving in the Medium Term Financial Plan.

8.0 Legal Implications

8.1 The Legal team were part of the Project Board and provided input where necessary during the project on contractual and procurement matters. There are no legal implications as part of this report.

9.0 Equality and Engagement Implications

9.1 An Equality Impact Assessment Screening form has been completed and it was agreed that a detailed assessment was not required. Although ICT systems are visible to the public the ICT / Information and Strategy Services are not public facing. ICT systems are enablers for Council services and schools on many levels however the management of ICT is a back-office function.
9.2 Systems are designed, developed and prioritised based on customer need as communicated via the business. Changes are business and customer-led and not ICT driven, however, this will be kept under review as technology developments grow, as per the approved ICT Digital Strategy.

9.3 The regulatory requirements of the Equality Act 2010 and the Welsh Language (Wales) Measure (2011) will be an integral and early part of the design of any changes which may affect members of the public or other service users.

Background Papers: None

Appendices:  
Appendix A – ICT Transition Costs  
Appendix B – ICT Budget 2016-17  
Appendix C – The Move to an In-House Managed ICT Service  
Project End of project Report V1 0
## Appendix A ICT Transition Costs

### Projected In-House Transition Cost / Funding

<table>
<thead>
<tr>
<th>Costs Category</th>
<th>Total £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COSTS</strong></td>
<td></td>
</tr>
<tr>
<td>Capgemini Transition Project Costs</td>
<td>464.3</td>
</tr>
<tr>
<td>1. Milestone 1: Project Governance</td>
<td>46.4</td>
</tr>
<tr>
<td>2. Milestone 2: Wave 1 Staff Transfer</td>
<td>232.2</td>
</tr>
<tr>
<td>3. Milestone 3: Wave 2 Staff Transfer</td>
<td>139.8</td>
</tr>
<tr>
<td>4. Milestone 4: Transition Closure Report</td>
<td>46.4</td>
</tr>
<tr>
<td>New Hardware &amp; Licences</td>
<td>723.8</td>
</tr>
<tr>
<td>Axios Hardware, Licences &amp; Implementation</td>
<td>123.3</td>
</tr>
<tr>
<td>New Oracle Supplier Transition</td>
<td>36.0</td>
</tr>
<tr>
<td>DROP - Transfer of Ownership to CCoS</td>
<td>350.0</td>
</tr>
<tr>
<td>PC Hardware - Enable Agile Working Requirement</td>
<td>20.0</td>
</tr>
<tr>
<td>Oracle Support Contract (Infosys)</td>
<td>109.6</td>
</tr>
<tr>
<td>Oracle Licencing - Jan 16 to March 16 (£679k for 2 years)</td>
<td>84.9</td>
</tr>
<tr>
<td>Staff Costs</td>
<td>1,105.7</td>
</tr>
<tr>
<td>Potential Inverness Service Desks Redundancy Costs</td>
<td>8.0</td>
</tr>
<tr>
<td>Wave 1 - Staff Transition to CCoS</td>
<td>775.0</td>
</tr>
<tr>
<td>Wave 2 - Staff Transition to CCoS</td>
<td>261.0</td>
</tr>
<tr>
<td>Accommodation Moves</td>
<td>15.0</td>
</tr>
<tr>
<td>Relocation Expenses</td>
<td>7.0</td>
</tr>
<tr>
<td>ICT Training</td>
<td>39.7</td>
</tr>
<tr>
<td><strong>TOTAL PROJECTED TRANSITION COST</strong></td>
<td>2,293.8</td>
</tr>
<tr>
<td><strong>FUNDING</strong></td>
<td></td>
</tr>
<tr>
<td>Corporate Capital Budget 2014/15</td>
<td>-350.0</td>
</tr>
<tr>
<td>ICT Budget 2014/15</td>
<td>-46.4</td>
</tr>
<tr>
<td>Unitary Charge Reduction - Wave 1 Staff Transition to CCoS</td>
<td>-523.0</td>
</tr>
<tr>
<td>Unitary Charge Reduction - Wave 2 Staff Transition to CCoS</td>
<td>-184.0</td>
</tr>
<tr>
<td>Unitary Charge Saving 2015/16 - Jan 16 to Mar 16</td>
<td>-1,190.4</td>
</tr>
<tr>
<td><strong>TOTAL FUNDING</strong></td>
<td>-2,293.8</td>
</tr>
<tr>
<td><strong>BUDGET SHORTFALL</strong></td>
<td>0.0</td>
</tr>
</tbody>
</table>
## Appendix B ICT Budget 2016-17

<table>
<thead>
<tr>
<th></th>
<th>2016/17</th>
<th>TOTAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000s</td>
<td>NEW IN-HOUSE SERVICE</td>
</tr>
<tr>
<td>ICT Budget 2016/17 (excl RAG Saving)</td>
<td>7,727</td>
<td></td>
</tr>
<tr>
<td>RAG Saving 2015/16 - Project Management</td>
<td>-58</td>
<td></td>
</tr>
<tr>
<td>RAG Saving Target 2016/17 - Cap Gemini Unitary Charge</td>
<td>-1,136</td>
<td></td>
</tr>
<tr>
<td>RAG Saving Target 2016/17 - ICT Investment Fund</td>
<td>-40</td>
<td></td>
</tr>
<tr>
<td>RAG Saving Target 2016/17 - Research &amp; Information</td>
<td>-79</td>
<td></td>
</tr>
<tr>
<td>RAG Saving Target 2016/17 - Oracle Systems / Proposals</td>
<td>-192</td>
<td></td>
</tr>
<tr>
<td><strong>BUDGET PROVISION 2016/17 (including RAG Saving reduction)</strong></td>
<td><strong>6,222</strong></td>
<td></td>
</tr>
</tbody>
</table>

- **Staff**: 4,243
  - Additional Staff Resource is based on the new ICT structure and TUPE protection including any flex benefits that CG staff have.

- **Running Costs**: 399
  - Includes Training, Premises, Insurance, Transport and Supplies

- **Software Licences / Maintenance Support**: 859

- **Investment Development Fund**: 1,040
  - Additional In-House budget to enable development of ISIS & ICT Infrastructure

- **Hardware Equipment Replacement**: 450
  - Estimate based on CCS estimated procurement cost for PC / Laptop.
  - Includes a potential increase in the number of Users as a result of Self-Service

- **Oracle Support**: 340
  - New 2 year contract awarded

- **Oracle Licensing**: 600

- **Internal SLA Income**: -1,695
  - Schools SLA Income, & Other Internal SLAs

- **External Income**: -14

<table>
<thead>
<tr>
<th></th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL COST</strong></td>
<td><strong>6,222</strong></td>
</tr>
</tbody>
</table>
End of Project Report

Everyone’s IT Project
Move to an ICT In-house Managed Service
V2.0
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1. Introduction and Purpose

1.1 Background
As the 10 year Strategic Partnering agreement with Capgemini is ending on 31st December 2015 the Council initiated a project to manage this Exit.

An ICT Contract Options Report was taken to Cabinet on March 11th 2014 which identified the options available to the City & County of Swansea, to ensure the continued provision of ICT services when the current ICT Contract with Capgemini expired.

Cabinet approved the report and authorisation was given to proceed with the development of an ICT Operating model and proposed delivery of the ICT In-house managed service.

Work started in March 2014, to Exit the Capgemini Contract and to develop the detail of the in house managed service, with support from Gartner who provided due diligence advice.

A further report was taken to Cabinet in December 2014 with the recommendation to agree to an in-house managed Service with a 3rd party Oracle Support Supplier. Cabinet approved that report and the Everyone’s IT Project started work January 2015.

1.2 Joint Approach
Meetings with Capgemini were held early on in the exit process and agreement was reached around the principles of the exit and the ethos of partnership approach established. These discussions shaped the delivery and management of the project.

1.3 Purpose
The purpose of this document is to review the project objectives and deliverables that were set out in the Project Initiation Document (PID) v1.1 and to measure how the project performed against these. The report will:

- Review the project objectives from the PID
- Review key deliverables outlined within the PID
- Review expected Benefits
- Highlight outstanding Risks & Issues
- Detail the transition Acceptance Criteria

It also allows for the transfer of learning and any lessons that can be usefully applied to other projects and also any details of unfinished work.
## 2. Project Performance

### 2.1 Review of Project Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Achieved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer in-scope staff from Capgemini to the City and County of Swansea in accordance with relevant staff transfer regulations</td>
<td>✔️</td>
</tr>
<tr>
<td>Migrate support of the in-scope Services from Capgemini to the City and County of Swansea with minimal business disruption</td>
<td>✔️</td>
</tr>
<tr>
<td>Involve and consult transferring staff during the transfer process</td>
<td>✔️</td>
</tr>
<tr>
<td>Define the on-going Governance for Service Delivery</td>
<td>✔️</td>
</tr>
<tr>
<td>Provide a smooth Exit Transition to production support with minimum service disruption for the City and County of Swansea</td>
<td>✔️</td>
</tr>
<tr>
<td>Implement a strong governance model to closely monitor the deliverables</td>
<td>✔️</td>
</tr>
<tr>
<td>Appoint an Oracle supplier to ensure ongoing support for ISIS</td>
<td>✔️</td>
</tr>
<tr>
<td>Incorporate the Corporate Service desk into the current schools service desk</td>
<td>✔️</td>
</tr>
</tbody>
</table>

### 2.2 Review of Key Deliverables

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Achieved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Plan Complete</td>
<td>✔️</td>
</tr>
<tr>
<td>Wave 1 Staff Transfer complete (Infrastructure staff excluding Service Desk, Back up and DBA teams)</td>
<td>✔️</td>
</tr>
<tr>
<td>Wave 2 Staff transfer Complete.</td>
<td>✔️</td>
</tr>
<tr>
<td>- Application services staff and Service Desk staff transfer</td>
<td>✔️</td>
</tr>
<tr>
<td>- DBA and Backup services transferred</td>
<td>✔️</td>
</tr>
<tr>
<td>Transition Closure report</td>
<td>✔️</td>
</tr>
<tr>
<td>Oracle Support in place</td>
<td>✔️</td>
</tr>
<tr>
<td>Implemented joint Schools and Corporate ICT Service Desk</td>
<td>✔️</td>
</tr>
</tbody>
</table>
2.3 Describe how the project performed against planned Time, Cost, Resources and Quality.

The project will have completed within the original timelines. It was originally planned that final close down activities would run to early January 2016, but these activities will complete by 31st December 2015.

A high level plan of the project is shown below:

Indicative transition costs were projected at the beginning of the project and these totalled £2,293. Not all costs have been finalised to the nearest penny however final costs are forecast to be in the region of £2,252. A transition budget of £2.293m has been provided as result of a negotiated reduction over the final 5 months of the contract and utilising the existing 2015-16 Capgemini contract budget for January to March 2016.

Resources were captured as part of the PID and plan, identifying staff requirements and estimated duration of involvement. This proved successful, as no further staff were required from the business.
Quality expectations defined within the PID were captured for Users, Capgemini in-scope Staff and ICT Staff.

<table>
<thead>
<tr>
<th>Expectation</th>
<th>Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users - There is no service degradation, the transition is as seamless as</td>
<td>The transitions were seamless and there were no impact to staff at times of</td>
</tr>
<tr>
<td>possible and service improvements will be developed</td>
<td>staff and service transfer.</td>
</tr>
<tr>
<td></td>
<td>ICT portal and password reset have already been delivered as part of</td>
</tr>
<tr>
<td></td>
<td>service improvements</td>
</tr>
<tr>
<td>Capgemini Staff - They are consulted with and given timely information with</td>
<td>Consultation was provided and a working group was set up. Workshops were</td>
</tr>
<tr>
<td>regards to Pension, TUPE rights, New Service structure and operating model,</td>
<td>also arranged to discuss structure etc.</td>
</tr>
<tr>
<td>Single status etc.</td>
<td></td>
</tr>
<tr>
<td>ICT staff receive training on the new Service desk software</td>
<td>Training was delivered as part of the implementation</td>
</tr>
</tbody>
</table>
3. Detail any major approved changes that have impacted the project.

The Project used the DELIVER Project Management Methodology and the Change Management process is described within that.

DELIVER 2.0 is the project lifecycle approach Capgemini uses for all Service Transitions. It is a specific Transition Methodology that identifies distinct streams for transition and is used in conjunction with their Unified Project Management Methodology. As this was a transition project and Capgemini have the expertise this was considered the best approach to use.

No Changes were raised as part of the project.

4.1 Provide a review of any major risks and issues that affected the Project

Risk Management was performed in accordance with CCS Risk Management process and aligned to Capgemini’s DELIVER methodology. The CCS Exit Transition Manager was responsible for recording and managing project risks for CCS and the Capgemini Exit Transition Manager was responsible for recording and managing project risks for Capgemini.

Risks and Issues were tracked on a register. The major risks and issues reported to Board are as follows:

4.2 Major Risks and issues

<table>
<thead>
<tr>
<th>Ref</th>
<th>Risk</th>
<th>Comment/Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IF: Contract Change Note (CCN) is not agreed between Capgemini and the City and County of Swansea THEN: transition will be aligned to contractual dates.</td>
<td>The CCN was for the main contract and NOT for transition. However CCN was required or mandatory to agree and kick off transition earlier than contractual timeline. CG did take some time in preparing this document in line with the Contract. CCS obtained legal and Financial review and agreed within timescales.</td>
<td>Closed</td>
</tr>
<tr>
<td>2</td>
<td>IF CCS team or a new service provider do not secure skilled staff for Knowledge Transfer activities as planned THEN it will impact Exit transition timeline</td>
<td>Initially the areas of concern were SQL and Infra DBA support. However resources were identified to carry out this support and also training requirements for the role. Training was conducted and so this did not impact the Knowledge transfer activities or timelines.</td>
<td>Closed</td>
</tr>
<tr>
<td>3</td>
<td>IF: some of the In scope TUPE staff may not join council THEN: Additional KT sessions</td>
<td>Some members of staff did not transfer back to CCS, however before leaving</td>
<td>Closed</td>
</tr>
<tr>
<td></td>
<td>planning may be required Capgemini we ensured they transferred knowledge to those colleagues who would be returning thus mitigating the risk and cost.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>If Axios do not deploy resources for Service Desk Implementation in time THEN it may impact SD go live</td>
<td>There was a delay with Axios deploying resource; however the consultant supplied was highly experienced. The plan was produced and CCS ensured the correct resources were identified and assigned to the project. All CCS staff were committed and worked really hard to ensure timescales were met.</td>
<td></td>
</tr>
</tbody>
</table>

Closed

<table>
<thead>
<tr>
<th></th>
<th>IF: CCS do not acquire additional SQL resource in time THEN: SQL resource on boarding will be delayed and may impact quality of services</th>
</tr>
</thead>
</table>
| 5 | IBC HoS has been working with NPT to establish a collaborative approach between NPT and CCS. NPT provided SQL resource for CCS. | Closed

<table>
<thead>
<tr>
<th></th>
<th>IF: CCS operational teams do not have bandwidth to participate sufficiently in Axios Service Desk implementation then it will impact Service Desk implementation timeline</th>
</tr>
</thead>
</table>
| 6 | This was monitored closely and regular meetings held with team leaders to identify pinch points. The Operational team worked exceptionally hard to ensure delivery | Closed

<table>
<thead>
<tr>
<th></th>
<th>Two BT links are connecting Civic center and Guildhall and if BT Link contract is not novated to council by 31.12.15 then the connectivity between two premises may get lost</th>
</tr>
</thead>
</table>
| 7 | The criticality of Links was highlighted to BT- CCS account manager and she acknowledged the same. BT-CCS Account manager created the links novation document and this has been signed off by CCS. BT provided contract | Closed
Oracle Licence agreement is in Capgemini’s name and so Oracle need to release a new agreement to CCS for both parties to agree a change of name on the licenses.

The licence agreement did not reach Oracle by the deadline date 31st August. It is not clear at this moment if Oracle will change the date and will send back the document or will start the entire process again. Capgemini Procurement dealing with Oracle and will Inform CCS asap.

Oracle had to reissue the agreement, however the CCS Oracle team Leader spoke with Oracle and they agreed to reissue the original agreement with an extended date and not re start the whole name change process.

Closed

4.3 Outstanding Risks and issues

None
5. Transition Acceptance Criteria

Transition Acceptance Criteria tracks the milestones and deliverables within the service transition lifecycle that demonstrates we are ready and tested for GO LIVE of the service(s). Most milestones and deliverables within a service transition are managed by the appropriate work stream. It is in the Transition Acceptance Criteria that they come together for integrated tracking to provide the confidence to all that the service is ‘good to go’. It tracks that the people have the knowledge to deliver the service, the processes work across all groups and are understood, and that the supporting tools work and are accessible for use by those who need to use them.

The Criteria is shown below.
<table>
<thead>
<tr>
<th>WORK STREAM</th>
<th>TASK</th>
<th>APPROVED BY</th>
<th>AGREEMENT DATE</th>
<th>Criticality to</th>
<th>% STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement Management Set-up</td>
<td>Milestones</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% Agreement is CCS commercial agreements</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Establisment Service Delivery Organization</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% Agreement is CCS commercial agreements</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Operating Model and Reporting</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% Agreement is CCS commercial agreements</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Service Level Management Reports</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% Agreement is CCS commercial agreements</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Support and Contractual risks updated</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% Agreement is CCS commercial agreements</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Key Deliverables</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% CCS Team members had meeting with staff for the Day 1 activities</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Service Operating Models Published</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% The operating model was published on portal</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Service Reporting Timeline and Reports</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% CCS will have their own set of tools and reporting mechanism</td>
</tr>
<tr>
<td>Engagement Management Set-up</td>
<td>Internal Governance structure</td>
<td>Ja Harley</td>
<td>31/7/2015</td>
<td>High</td>
<td>100% To available with CCS</td>
</tr>
<tr>
<td>Financial and Contractual</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>15/3/2015</td>
<td>Medium</td>
<td>100% Existing billing processes to be followed</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>02/11/2015</td>
<td>Medium</td>
<td>100% 30/10: Oracle and Oracle EBS KT completed 01/10: Invoice, Billing and SQL DBA KT completed 40% in progress, Oracle and SQL DBA KT started in September, Oracle DBA (Intra) KIT to start in October, AOS KT to start on 1st November</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>02/11/2015</td>
<td>Medium</td>
<td>100% 02/11: Oracle EBS and Oracle KT complete 01/10: KT for backup SQL and DBA</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Key Deliverables</td>
<td>Sarah Tapsell</td>
<td>15/10/2015</td>
<td>Medium</td>
<td>100% 15/10: Oracle KT plan approved 11/09: Oracle ERP plan approved 09/08: KT for backup and SQL, and AOS plan proposed - AOS KT on 5th Sep the first week plan finished, Oracle paids - CCS is identifying KT, more</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>22/10/2015</td>
<td>Medium</td>
<td>50% 02/11: CCS has decided and are purchasing Office 365 as document management tool, the new folder structure is in place and target completion is 21-Jun-2016. Action plan is open to track in closure, 01/09: CSS has transitioned SharePoint documents, For Teenage POG is in progress by CCS, outstanding item is detailed in section 6</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>30/10/2015</td>
<td>Medium</td>
<td>100% 02/11: KT for Backup SQL and Oracle EBS KT completed 21/09: CSS transitioned to Office 365, Teenage training completed, Teenage training in progress, CCS transitioned from the manual concept for Teenage training</td>
</tr>
<tr>
<td>Process and Procedure</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>30/10/2015</td>
<td>Medium</td>
<td>100% 30/10: All instructions in place for Day 1, 01/09: In progress. This will be in place by 1st October</td>
</tr>
<tr>
<td>Process and Procedure</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>01/10/2015</td>
<td>Medium</td>
<td>100% 09/09: All process training completed 15/07: SQL Training completed, Team training in progress, CCS transitioned from the manual concept for Teenage training</td>
</tr>
<tr>
<td>Process and Procedure</td>
<td>Key Deliverables</td>
<td>Sarah Tapsell</td>
<td>15/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Staff Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>29/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Staff Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>29/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Staff Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>29/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Staff Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>29/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Staff Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>29/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Staff Transfer</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>29/10/2015</td>
<td>Medium</td>
<td>100%</td>
</tr>
<tr>
<td>Technology &amp; Infrastructure</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>05/09/2015</td>
<td>Medium</td>
<td>100% 06/09: CCS samples ready and needed</td>
</tr>
<tr>
<td>Technology &amp; Infrastructure</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>27/10/2015</td>
<td>High</td>
<td>100% 27/10: Everything available and arranged</td>
</tr>
<tr>
<td>Technology &amp; Infrastructure</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>19/10/2015</td>
<td>High</td>
<td>100% 15/10: Connectivity established</td>
</tr>
<tr>
<td>Transition Governance</td>
<td>Milestones</td>
<td>Sarah Tapsell</td>
<td>05/09/2015</td>
<td>Medium</td>
<td>100% 30/10: All documents will be uploaded onto common repository by 23-Dec (Outstanding list is detailed in section 4)</td>
</tr>
<tr>
<td>Transition Governance</td>
<td>Milestones</td>
<td>Project Board</td>
<td>05/09/2015</td>
<td>Medium</td>
<td>100% Signed off</td>
</tr>
<tr>
<td>Transition Governance</td>
<td>Milestones</td>
<td>Project Board</td>
<td>05/09/2015</td>
<td>Medium</td>
<td>100% Signed off</td>
</tr>
<tr>
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</tr>
<tr>
<td>Transition Governance</td>
<td>Milestones</td>
<td>Project Board</td>
<td>05/09/2015</td>
<td>Medium</td>
<td>100% Signed off</td>
</tr>
</tbody>
</table>
6. Benefits

6.1 Review any early benefits that have been achieved to date.

A number of benefits were identified in the PID and the following have already been achieved.

*CCS ICT Service Desk implemented.*

The user portal and password reset have been implemented to enable self service options. The self-service element of the service desk follows the principals of the business support commissioning review. This will also support the approach to demand management for those services which may use the same system in the future, e.g. other internal customer contact.

*Out of Hours Support*

There are reduced costs for out of hours support maintenance as these are delivered either through the use of flexi time or standard overtime costs and not the contract rate card which Capgemini apply to these services which was significantly more expensive.

*Enhanced Flexibility*

The in-house service has been restructured to provide a more flexible ICT Service. The Council would be in control of all the resources and could therefore manage those resources more effectively. Now all the staff have transferred, plans are being put in place to cross train teams to create flexibility in resource management. This has already been demonstrated in the recent electrical work and subsequent disaster recovery as staff that transferred worked long hours before, during and after the changes, sometimes until the early hours of the morning. If the contract were still external the remedy would have been very costly for the Council and in all likelihood would have taken longer to resolve with the previous supplier.

*Collaboration*

The Council is in a better position to collaborate with other organisations and reduce costs for the Council. ICT is now working with NPT to provide shared resource in some areas and aligning future developments. This level of innovation would not have been possible under the Capgemini contract without incurring significant cost.

*ICT Cost Savings*

Savings identified in the MTFP will be delivered in April 2016. These are:-
RAG Saving 2015/16 – Project Management £-58
RAG Saving Target 2016/17 - Cap Gemini Unitary Charge £-1,136
RAG Saving Target 2016/17 - ICT Investment Fund £-40
RAG Saving Target 2016/17 - Research & Information £-79
RAG Saving Target 2016/17 - Oracle Systems / Proposals £-192
Total £-1,505

Another benefit that was not previously identified but has been realised is that unknown skill sets of the transferred staff have been utilised in forming the new service delivery plans for the ICT digital strategy. These skills will also be used to help deliver the ICT elements of Sustainable Swansea – Fit for the Future. Cross training of these skills is being undertaken to improve ICT service delivery. This has improved morale across the teams.

6.2 Identify future expected benefits the Project will bring.

Further benefits, as was described in the original PID:-

Support & delivery of Council objectives

The ICT Digital Strategy was approved in November 2015 which supports Sustainable Swansea and Council priorities. The ICT team are working on a delivery programme to ensure ICT can support and deliver the Council Objectives. The new team and roles in the new ICT structure provides more skills and competence to deliver the ICT Digital programme. This is key in supporting the Councils Commissioning review outputs as ICT is an enabler to this transformation and saving.

Improved ICT Service

There are a number of areas where services can be delivered differently to provide an improved service. These have been considered following the key user consultation and will be reviewed in early 2016 to embed in the new service.

Flexible Procurement

An in house managed service would offer more flexible procurement of goods and services using existing Government Frameworks and would lead to increased savings on hardware in particular. ICT are working with procurement to ensure that flexible, value for money frameworks are in place for any future ICT requirements.

Oracle Support

Ability to develop the Oracle eBusiness Suite due to a new support contract as the contract provides create bandwidth in resources and skills. With the new Oracle Support
contractor the Council will be utilising them and the in house staff to ensure that developments and day to day support is enhanced with a greater resource pool.
7. Analyse the procurement strategy used. Did it achieve the desired outcomes and were there any undue delays which could have been foreseen in the planning stages

The procurement strategy was effective and the project used the Crown Commercial Services Enterprise Application Support Services framework to procure Oracle support.

All suppliers on the 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 and to provide recommendations on what could be included to ensure a high quality service.

Using this framework significantly reduced the timeframe for the procurement but added a level of assurance and quality.

Assurance was provided by a specialist Gartner Analyst. They confirmed that the scoring matrix and process was robust and they rated highly the successful supplier. They also provided further recommendations for the Council to follow during the standstill period.

There was a delay with contract award and that was due to the fact that CCS did not feel that the framework agreement contract was robust enough and so work was undertaken to revise. This however, did not affect overall project timescales and provided an enhance contract agreement for CCS.

As part of the project, a full review of all contracts and support systems that Capgemini had procured, was undertaken. This meant some contracts were novated to the Council and others recommissioned or newly procured by the Council depending of the outcome of the review of the contracts in place. In the future the Council is responsible for ensuring that the correct support and systems contracts are procured to enable the Commissioning of IT services.
8. Assurance

External advice and assurance has been provided by Gartner. This has taken the form of conference calls with advisors on the approach to in-house sourcing, advice on best practice operating models and how to create this from information from the business and best practice templates.

Gartner also reviewed the draft Exit Plan which was provided by Capgemini and agreed that it covered the areas required.

Gartner provided valuable input by reviewing and providing assurance on, the detailed transition plan and also reviewed the Oracle Procurement process and selection. They confirmed that the scoring matrix and process was robust and they rated highly the successful supplier.
9. Outstanding Actions

The table below details any unfinished activities that need to be handed over to the business:

<table>
<thead>
<tr>
<th>ID#</th>
<th>Date Raised</th>
<th>Description</th>
<th>Assigned to</th>
<th>Status (Open, In Progress, Closed)</th>
<th>Date Update Expected or Completed</th>
<th>Issue Resolution, Action Taken or Decision Made</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>29.10.15</td>
<td>The documents stored in Capgemini’s Teamforge are held in a specific folder structure which has been maintained throughout the service to Council. Infosys have requested that the provision of these documents stored in Teamforge be in a different folder structure. However due to the time sales involved it is not possible to provide all of these documents in the requested folder structure. As a result Infosys have requested that the SLA, as detailed in their contract with council, is put on hold. Infosys have also informed CCS that the copy of the Teamforge information will not copy into the CCS solution of Office 365 and it will be a manual task of moving each doc to the correct location.</td>
<td>CCS</td>
<td>In Progress</td>
<td>31.01.16</td>
<td>CCS has a copy of all CCS application services documents from Capgemini Teamforge. CCS will task someone with moving the documents into a preferred structure for Infosys. CCS transferred staff can work with Infosys to identify the documents for customisations and personalisations where they exist. Where they don’t the team will work together to produce them for reference going forward.</td>
</tr>
</tbody>
</table>
10. Key Learning Points

Lessons learned have been undertaken and the key learning points are:

- The governance structure must be clearly defined from the outset to ensure all parties are clear on roles, responsibilities and boundaries and identify all resources at the earliest opportunity.

- Ensure the project requirements are clear from the outset.

- Take time to undertake detailed planning up front and ensure the plan is achievable for CCS and the approach is suitable for CCS.

- Undertake a stakeholder workshop early on and produce and apply effective stakeholder and communication plans. Ensure stakeholders are engaged effectively and that buy-in and commitment is evident.
1. Introduction

1.1 As part of its performance monitoring role the panel has the opportunity to discuss the quarterly performance monitoring reports, that are submitted to Cabinet. This is in order to assist in identifying whether there are any areas of performance that require further scrutiny, either by the panel itself or through referral to another scrutiny performance panel or the Scrutiny Programme Committee.

1.2 The 3rd Quarter Performance Monitoring report was presented to Cabinet on 17 March 2016. It gives the performance results for the third quarter of 2015/16.

1.3 Richard Rowlands, Corporate Improvement Manager, will attend to present the report to the panel and answer any questions. Service specific questions may need to be referred to the relevant directors.

Appendix A: 3rd Quarter Performance Monitoring Report 2015/16
### QUARTER 3 2015/16 PERFORMANCE MONITORING REPORT

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>To report Corporate and Service Performance for Quarter 3 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Framework:</td>
<td><em>Delivering for Swansea</em> Corporate Plan 2015/17</td>
</tr>
<tr>
<td>Reason for Decision:</td>
<td>To receive and review the performance results for Quarter 3 2015/16</td>
</tr>
<tr>
<td>Consultation:</td>
<td>Legal, Finance, Access to Services.</td>
</tr>
<tr>
<td>Recommendation(s):</td>
<td>It is recommended that:</td>
</tr>
<tr>
<td>1)</td>
<td>Performance is reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities</td>
</tr>
</tbody>
</table>

**Report Author:** Richard Rowlands  
**Finance Officer:** Carl Billingsley  
**Legal Officer:** Tracey Meredith  
**Access to Services Officer:** Sherill Hopkins

### 1.0 Introduction

1.1 This report presents the performance results for the third quarter of 2015/16 delivering the Council’s key priorities described in the Corporate Plan.

1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance including Policy Commitments and needs to be considered alongside the current financial situation of the Council.

1.3 The financial resources required to achieve the specified performance levels in 2015/16 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that are achieved for the budget allocated so that choices can be made about relative priorities.
2.0 Context

2.1 When making comparisons between quarters in previous years and 2015/16, the following should be considered:

2.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.

2.1.2 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).

2.1.3 There may be changes to the numerator and denominator information which may affect the trends by showing a decline while the volume of work has increased.

2.1.4 A proper comparison with national performance data will not be possible until the 2014/15 national performance results are published later in 2015.

3.0 National and local performance indicators

3.1 The Council is subject to the National Performance Improvement Framework and as such has to collect, monitor and report on a number of performance indicators that are set by the Welsh Government or Welsh Local Government to measure their shared priorities with Welsh Council’s. The Council also reports locally defined performance indicators to measure corporate priorities.

4.0 Performance Targets

4.1 Targets 2015/16 were discussed and agreed between Heads of Service and Cabinet Members. Further discussion and consideration will be required during 2015/16 as part of Sustainable Swansea debate around which areas are priorities for performance improvement.

5.0 Outturn

5.1 In 2014/15, the Council adopted a new Corporate Plan. The Corporate Plan 2015/17 Delivering for Swansea identified the Council’s 5 key priorities. The 5 key priorities are:

a) Safeguarding Vulnerable People
b) Improving Pupil Attainment
c) A Vibrant and Viable City and Economy
d) Tackling Poverty
e) Building Sustainable Communities
5.2 In summary:

a) 28 out of 39 (72%) indicators that had targets set met their targets.
b) 16 out of 26 (61.5%) comparable indicators also showed improvement compared to Quarter 3 last year.

5.3 The performance tables in Appendix A also set out an overview of performance, including the prioritised policy commitments, for each corporate priority provided by Directors and Heads of Service who are the responsible leads.

6.0 Equality & Engagement Implications

6.1 This report has no direct equality and engagement implications itself although the data reported may form part of the information that leads to a service screening for and undertaking an EIA as required.

7.0 Financial Implications

7.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of Sustainable Swansea – fit for the future.

8.0 Legal Implications

8.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices: Appendix A – Strategic Performance Monitoring Report Quarter 3 2015/16 by priority.
### Performance Report - Quarter 3 2015-16
#### Quarter 3

<table>
<thead>
<tr>
<th>Category</th>
<th>No of PI's on Target</th>
<th>No of PI's Missed Target</th>
<th>No of PI's within 5% of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Communities</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Poverty</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Economy</td>
<td>5</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Pupil</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Safeguarding</td>
<td>12</td>
<td>6</td>
<td>0</td>
</tr>
</tbody>
</table>

#### Overall Council Summary
- No of PI's On Target: 28
- No of PI's Missed Target: 11
- No of PI's Within 5%: 1

#### At Best, Improved, Remained Static or Declined by Directorate
- **Performance Up**
  - Safeguarding: 4
  - Pupil: 6
  - Economy: 4
- **Performance Down**
  - Poverty: 3
  - Communities: 5
- **Static Performance**
  - Support: 1
# Performance Report - Quarter 3 2015-16

## Quarter 3

<table>
<thead>
<tr>
<th>Related Outcome</th>
<th>PI &amp; desired direction of Travel</th>
<th>Result Q3 15-16</th>
<th>Target Q3 15-16</th>
<th>Perform Q3 14-15</th>
<th>Trend since Q3 14-15</th>
<th>N – Numerator *</th>
<th>D – Denominator</th>
<th>Comments (Explanation and Actions)</th>
<th>Responsible Head of Service</th>
<th>Responsible Performance Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1: Safeguarding Vulnerable People</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCC004</td>
<td>The percentage of children looked after on 31 March who have had three or more placements during the year</td>
<td>RED</td>
<td>10.10%</td>
<td>8%</td>
<td>7.31%</td>
<td>SCC004NM - The number of looked after children who had three or more separate placements during the financial year.</td>
<td>51</td>
<td>37</td>
<td>The safe LAC reduction strategy means that as we move people into more sustainable placements a certain number of moves are inevitable. We will continue to monitor appropriateness of placement moves at LAC review.</td>
<td>Julie Thomas</td>
</tr>
<tr>
<td>SCC039</td>
<td>The percentage of health assessments for looked after children due in the year that have been undertaken</td>
<td>RED</td>
<td>74.39%</td>
<td>98%</td>
<td>81.97%</td>
<td>SCC039NM - The number of health assessments for looked after children due in the year that have been undertaken</td>
<td>122</td>
<td>150</td>
<td>Difficulties in obtaining health assessment data for out of county placements from neighbouring health authorities persists. The LAC health team have been seeing these children themselves for an interim period in order to ensure that health reviews for LAC are conducted in a timely manner.</td>
<td>Julie Thomas</td>
</tr>
<tr>
<td>SCC042a</td>
<td>The percentage of initial assessments completed within 7 working days</td>
<td>GREEN</td>
<td>92%</td>
<td>92%</td>
<td>93.71%</td>
<td>SCC042aN - The number of initial assessments completed within 7 working days.</td>
<td>313</td>
<td>313</td>
<td>Minor fluctuation. Within acceptable standards. Performance remains above target</td>
<td>Julie Thomas</td>
</tr>
<tr>
<td>SCC042b</td>
<td>The average time taken to complete initial assessments that took longer than 7 working days to complete</td>
<td>GREEN</td>
<td>9.15</td>
<td>11</td>
<td>10.24</td>
<td>SCC042bDM - The total number of initial assessments that took 8 days or more to complete.</td>
<td>247</td>
<td>215</td>
<td></td>
<td>Julie Thomas</td>
</tr>
<tr>
<td>Related Outcome</td>
<td>PI &amp; desired direction of Travel</td>
<td>Result Q3 15-16</td>
<td>Target Q3 15-16</td>
<td>Perform Q3 14-15</td>
<td>Trend since Q3 14-15</td>
<td>N – Numerator * D – Denominator</td>
<td>Comments (Explanation and Actions)</td>
<td>Responsible Head of Service</td>
<td>Responsible Performance Officer</td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
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<td>-----------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------</td>
<td>-----------------------------</td>
<td></td>
</tr>
<tr>
<td>SCC043a†</td>
<td>The percentage of required core assessments completed within 35 working days</td>
<td>GREEN</td>
<td>80.61%</td>
<td>80%</td>
<td>73.36%</td>
<td>SCC043aNM - The number of required core assessments completed within 35 working days during the year</td>
<td>139 223</td>
<td>Julie Thomas</td>
<td>Owen Davies</td>
<td></td>
</tr>
<tr>
<td>SCC043b†</td>
<td>The average time taken to complete those required core assessments that took longer than 35 days</td>
<td>GREEN</td>
<td>49.42</td>
<td>52</td>
<td>55.10</td>
<td>SCC043bDM - The total number of working days taken to complete all required core assessments where the number of working days taken was more than 35.</td>
<td>1,631 3,912</td>
<td>Julie Thomas</td>
<td>Owen Davies</td>
<td></td>
</tr>
<tr>
<td>CFS1 †</td>
<td>Number of children becoming looked after</td>
<td>GREEN</td>
<td>Amended projection</td>
<td>133</td>
<td>135</td>
<td>CFS1NM - Looked after children are those children who are becoming looked after by the local authority i.e. they are placed either in the care of the local authority or within accommodation commissioned by the local authority, as per the Children Act 1989.</td>
<td>133 126</td>
<td>Julie Thomas</td>
<td>Owen Davies</td>
<td></td>
</tr>
<tr>
<td>CFS7 †</td>
<td>Percentage of children on the Child Protection Register who have been de-registered and then re-registered</td>
<td>RED</td>
<td>20.26%</td>
<td>19%</td>
<td>16.81%</td>
<td>CFS7NM - The number of children who had previously been on the CPR in Swansea regardless of how long ago that was</td>
<td>46 38</td>
<td>Julie Thomas</td>
<td>Owen Davies</td>
<td></td>
</tr>
</tbody>
</table>

Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation.

Despite the increase in repeat registrations, Swansea remains low in comparison to other LAs in Wales. This performance is within acceptable parameters and falls just outside target.
<table>
<thead>
<tr>
<th>Related Outcome</th>
<th>PI &amp; desired direction of Travel</th>
<th>Result Q3 15-16</th>
<th>Target Q3 15-16</th>
<th>Perform Q3 14-15</th>
<th>Trend since Q3 14-15</th>
<th>N – Numerator * D – Denominator</th>
<th>Comments (Explanation and Actions)</th>
<th>Responsible Head of Service</th>
<th>Responsible Performance Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation</td>
<td>CFS8 †</td>
<td>RED</td>
<td>17.62%</td>
<td>11%</td>
<td>13.72%</td>
<td>40</td>
<td>31</td>
<td>Julie Thomas</td>
<td>Owen Davies</td>
</tr>
<tr>
<td></td>
<td>Percentage of children who remain on the Child Protection Register for more than one year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CFS8DM - Number of Children on Child Protection Register at end of period</td>
<td>The ability to manage risk varies from family to family. Some families need additional time to enable them to remove the risks that were responsible for the formulation of the Child Protection Plan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CFS10 ‡</td>
<td>GREEN</td>
<td>31</td>
<td>50</td>
<td>35</td>
<td>31</td>
<td>35</td>
<td>Julie Thomas</td>
<td>Owen Davies</td>
</tr>
<tr>
<td></td>
<td>Number of children in residential care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CFS10NM - Total number of children supported in residential forms of care, including mother and baby and specialist residential/educational services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SAFE5a†</td>
<td>GREEN</td>
<td>4205</td>
<td>3696</td>
<td>-</td>
<td>4,205</td>
<td>SAFE5aNM - Number of training elements completed by new or existing staff in safeguarding vulnerable people (in both Child &amp; Family and Adult Safeguarding) ⋅ E-learning</td>
<td>Steve Rees</td>
<td>Khan Prince</td>
</tr>
<tr>
<td></td>
<td>Number of training elements completed by new or existing staff in safeguarding vulnerable people (in both Child &amp; Family and Adult Safeguarding) ⋅ E-learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SAFE5b†</td>
<td>GREEN</td>
<td>75.09%</td>
<td>66%</td>
<td>-</td>
<td>4,205</td>
<td>SAFE5bNM - Number of training elements to be completed by new or existing staff in safeguarding vulnerable people via E-learning</td>
<td>Steve Rees</td>
<td>Khan Prince</td>
</tr>
<tr>
<td></td>
<td>Percentage of training elements completed by new or existing staff in safeguarding vulnerable people (in both Child &amp; Family and Adult Safeguarding) ⋅ E-learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5,600</td>
<td></td>
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</tr>
<tr>
<td>Related Outcome</td>
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</tr>
<tr>
<td>SAFE6a1</td>
<td>Number of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face</td>
<td>GREEN 866</td>
<td>750</td>
<td>-</td>
<td>866</td>
<td>1</td>
<td>SAFE6aNM - Number of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face</td>
<td>Steve Rees</td>
<td>Khan Prince</td>
</tr>
<tr>
<td>SAFE6b1</td>
<td>Percentage of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face</td>
<td>GREEN 22.79%</td>
<td>20%</td>
<td>-</td>
<td>866</td>
<td>3,800</td>
<td>SAFE6bDM - Number of training elements completed by new or existing staff in safeguarding vulnerable people via Face 2 Face</td>
<td>Steve Rees</td>
<td>Khan Prince</td>
</tr>
<tr>
<td>SAFE7a1</td>
<td>Number of Designated Safeguarding Leads who have received training in safeguarding vulnerable people</td>
<td>GREEN 5</td>
<td>5</td>
<td>-</td>
<td>5</td>
<td>1</td>
<td>SAFE7aN - Number of Designated Safeguarding Leads who have received training in safeguarding vulnerable people</td>
<td>Steve Rees</td>
<td>Khan Prince</td>
</tr>
<tr>
<td>SAFE7b1</td>
<td>Percentage of Designated Safeguarding Leads who have received training in safeguarding vulnerable people</td>
<td>GREEN 29.41%</td>
<td>29%</td>
<td>-</td>
<td>5</td>
<td>17</td>
<td>SAFE7bDM - Total number of people identified as designated leads who will be receiving training in safeguarding vulnerable people</td>
<td>Steve Rees</td>
<td>Khan Prince</td>
</tr>
<tr>
<td>Related Outcome</td>
<td>PI &amp; desired direction of Travel</td>
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<td>Target Q3 15-16</td>
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</tbody>
</table>
| Improved awareness of corporate safeguarding policy and arrangement amongst council employees | **SAFE8a**
Number of Elected Members who have received training in safeguarding vulnerable people | RED | 32 | 72 | - | 32 | 1 | Several face to face training courses have been provided for Councillors in order to complete the training. In addition all Councillors have access to the internet based e-learning training provision with all login details and instructions provided by the Leader in Oct 15. 3 additional F2F courses are being scheduled in Feb 16 and reminders will be sent to all Members for these courses. | Steve Rees | Khan Prince |
| | **SAFE8b**
Percentage of Elected Members who have received training in safeguarding vulnerable people | RED | 44.44% | 100% | - | 32 | 72 | - | - | Steve Rees | Khan Prince |
| All directorates can evidence that they understand how they contribute to safeguarding people and monitor their effectiveness | **SAFE9a**
The number of positive DBS checks | na | to be confirmed | 25 | - | 25 | 1 | To be deleted April 2016 | Steve Rees | Deb Yeates |
| | **SAFE9b**
Percentage of positive DBS checks | na | to be confirmed | 2.14% | - | 25 | 1,170 | - | - | Steve Rees | Deb Yeates |
| Council employees feel confident about how to identify, discuss and report concerns in respect of children and adults | **SAFE11a**
The number of referrals in relation to safeguarding - Whistleblowing | na | to be confirmed | 0 | - | 0 | 1 | To be deleted April 2016 | Steve Rees | Deb Yeates |
| | **SAFE11b**
Percentage of referrals in relation to Safeguarding - Whistleblowing | na | to be confirmed | 0% | - | 0 | 0 | - | - | Steve Rees | Deb Yeates |
<table>
<thead>
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</tr>
</thead>
</table>

**Policy Commitments relating to Safeguarding**

62. Ensure a new emphasis in Social Services on prevention and early intervention
63. Investigate the creation of a Social Impact Bond to help reform Children's Social Services.
64. Relocate social services to work directly in the communities they serve and co-locate them with other services
65. Better integrate systems, ensuring far more effective links between adult and children's services
66. Invest in our staff at all levels in Social Services

**Director's Overview**

We have made strong progress in our work on Corporate Safeguarding. The performance in terms of staff training is very strong, and whilst there is much to do to achieve greater numbers of Council Members attending training, this is an issue being addressed by the Leaders of the political groups. In relation to Looked After Children and Child Protection, performance remains good, and at one point in November 2015, we had our lowest number of Looked After Children for seven years. The challenge is that referrals to Children's Services are going up, and more children and families are remaining with our services for longer. Despite these challenges, the performance outlined here is in line with our expectations in our Safe LAC Reduction Strategy, which is seeking to ensure a sustainable reduction in our Looked After Children population.
### Priority 2: Improving Pupil Attainment

<table>
<thead>
<tr>
<th>Related Outcome</th>
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<th>Target</th>
<th>Perform</th>
<th>Trend since</th>
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<th>Responsible Head of Service</th>
<th>Responsible Performance Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improved pupil educational attainment</strong></td>
<td><strong>EDCP12a</strong></td>
<td>GREEN</td>
<td>7</td>
<td>10</td>
<td>7</td>
<td>7</td>
<td>1</td>
<td>The low number of pupils receiving fixed exclusions from primary schools is maintained, with fewer pupils than the summer term and the same low number as the equivalent term last year.</td>
<td>Lindsay Harvey</td>
<td>Siân Lewis</td>
</tr>
<tr>
<td></td>
<td><strong>EDCP12b</strong></td>
<td>GREEN</td>
<td>109</td>
<td>200</td>
<td>157</td>
<td>109</td>
<td>157</td>
<td>The reducing trend continues. The number of pupils receiving fixed exclusions from secondary schools in the autumn term is similar to the summer term and down when compared to the same term last year.</td>
<td>Lindsay Harvey</td>
<td>Siân Lewis</td>
</tr>
<tr>
<td></td>
<td><strong>EDU008a</strong></td>
<td>GREEN</td>
<td>0.05</td>
<td>0.05</td>
<td>0.00</td>
<td>1</td>
<td>0</td>
<td>There was one very rare permanent exclusion from a primary school, the last was in autumn 2009. The PI is within the target range, which was set to allow for these rare events.</td>
<td>Lindsay Harvey</td>
<td>Siân Lewis</td>
</tr>
<tr>
<td></td>
<td><strong>EDU008b</strong></td>
<td>GREEN</td>
<td>0.25</td>
<td>0.16</td>
<td>0.33</td>
<td>3</td>
<td>4</td>
<td>There was a slight rise in secondary permanent exclusions compared to the last two terms, but the number was the same as the revised number for the equivalent term in the previous academic year. The PI is within target.</td>
<td>Lindsay Harvey</td>
<td>Siân Lewis</td>
</tr>
<tr>
<td>Related Outcome</td>
<td>PI &amp; desired direction of Travel</td>
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</tr>
<tr>
<td>Improved pupil educational attainment</td>
<td>EDU016a</td>
<td>GREEN</td>
<td>95.51%</td>
<td>93.5%</td>
<td>95.06%</td>
<td>2,158,844 2,165,379</td>
<td>Performance continues to improve and is better than the previous term and better than the same term last year.</td>
<td>Lindsay Harvey</td>
<td>Siân Lewis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>EDU016b</td>
<td>GREEN</td>
<td>94.31%</td>
<td>93.8%</td>
<td>93.60%</td>
<td>1,619,715 1,636,588</td>
<td></td>
<td></td>
<td>Lindsay Harvey</td>
<td>Siân Lewis</td>
</tr>
</tbody>
</table>

**Policy Commitments relating to Attainment**

14. Raise educational standards and the performance of all schools and pupils in Swansea
15. Implement a programme of sharing best practice between teachers and schools
16. Explore ways of improving pupil engagement and attendance
17. Introduce an ambitious, rigorous and supportive school performance framework
12. Adopt a new dynamic relationship with the schools, further education colleges, Swansea’s two universities and employers
13. Develop a 10 year City of Learning strategic plan
18. Promote community focused school & family learning
19. Encourage greater collaboration between schools
20. Re-balance school funding to focus on need
21. Ensure 85% of funding is delegated directly to schools
23. Explore setting up a Skills campus and apprentice scheme

**Director’s Overview**

Both primary and secondary attendance continue to show good improvement. There have been four permanent exclusions in total, including one very rare exclusion from a primary school, but this is still within the target ranges for primary and secondary. The number of pupils receiving fixed exclusions from secondary schools is now low and continues to decrease, and the usual low number from primary schools is maintained.

12. Adopt a new dynamic relationship with the schools, further education colleges, Swansea’s two universities and employers
13. Develop a ten-year City of Learning strategic plan
23. Explore setting up a skills campus and apprentice scheme

- The Education Strategy Group, chaired by the Leader of the Council, continues to explore new ways to work with schools and to deliver essential and statutory services within reducing funding.
- Gower College Swansea continues to develop the lead on work-based learning. New external partners have emerged for post-16 learning and training. The council’s preventative services for NEETs is being discussed by elected members.
14. Raise educational standards and the performance of all schools and pupils in Swansea.
   • Summer 2015 performance at key stage 4 was improved for all pupils and for key groups of learners such as boys and disadvantaged pupils.
   • Schools where performance had been identified as a concern continued to be targeted by Challenge Adviser. The two original Schools Challenge Cymru secondary schools, Morriston and Pentrehafod, maintained their activities to improve. Dylan Thomas Comprehensive is also benefiting from Schools Challenge Cymru support in 2015-16.
   • The autumn 2015 categorisation shows a reduction in the number of schools causing concern (Amber, Red) and a rise in the good and outstanding schools (Yellow, Green).

15. Implement a programme of sharing best practice between teachers and schools

17. Introduce an ambitious, rigorous and supportive school performance framework

19. Encourage greater collaboration between schools
   • Challenge advisers in Swansea completed the annual autumn term programme of visits to assess schools. Resulting from this work, on 28 January 2016 Welsh Government published the colour categories of all primary and secondary schools, in accordance with the national system. Swansea schools’ categories were strong last year and have improved further this year with a reduction in the number of schools causing concern (Amber, Red) and a rise in the good and outstanding schools (Yellow, Green).
   • A comprehensive online database to share findings about schools, Rhwyd, has been established by ERW, the regional school improvement service.
   • Challenge Advisers will focus their efforts on the schools in the ‘Amber’ category that have greater levels of concerns. Actions plans are already in place to improve the ‘Red’ schools.
   • The national drive for schools to support each other continues to be developed, involving schools of all categorisations collaborating on improvement. A regional database of good practice, Deialog, has been established.

   • Attendance continued to improve in primary and secondary schools and annual performance targets 2014-15 have been met. Secondary attendance improved so well that Swansea’s national ranking for 2014-15 rose to 10th from 16th. Primary attendance also improved well and rose to be ranked 11th from 18th. Autumn term attendance in both primary and secondary schools continued this upward trend. Permanent exclusions rose very slightly in autumn 2015, including a rare exclusion from a primary school (the last was autumn 2009) but there is no reason to suppose this rise will become a trend. The reducing trend in fixed-term exclusions from secondary schools continued.

18. Promote community focused school and family learning.
   • Following the removal of grant funding, a new reduced central service for Family Learning has been operating since September 2015. Some schools are funding provision themselves. The Family Learning Team is on target to work with 300 families in Swansea’s most deprived communities.

20. Re-balance school funding to focus on need
21. Ensure 85% of funding is delegated directly to schools
   • Delegation for 2015-16 is close to 85% if Living Wage funding is counted.
   • The Joint Finance sub-group of the Schools Budget Forum continue to examine the implications and mitigation of the effect of reduced funding in the context of meeting need. The Forum is working with the Education Strategy Group on a model of education for the future.
## Priority 3: Creating a vibrant and viable city and economy

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</tr>
</thead>
<tbody>
<tr>
<td><strong>EP28 1</strong></td>
<td></td>
<td>GREEN</td>
<td>86.38%</td>
<td>80%</td>
<td>83.13%</td>
<td>368</td>
<td>335</td>
<td>The percentage of all planning applications determined within 8 weeks</td>
<td>Phil Holmes</td>
<td>Andrew Pitson</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EP28NM - The number of all planning applications determined during the year within 8 weeks</td>
<td></td>
<td></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>368</td>
<td>335</td>
<td></td>
</tr>
<tr>
<td><strong>EC1 1</strong></td>
<td></td>
<td>GREEN</td>
<td>91%</td>
<td>90%</td>
<td>82.35%</td>
<td>426</td>
<td>403</td>
<td>The percentage of all applicants satisfied or very satisfied with the Planning application service</td>
<td>Phil Holmes</td>
<td>Andrew Pitson</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EC1NM - Total number of applicants and 3rd parties satisfied or very satisfied with the Planning application service</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td><strong>EC2 1</strong></td>
<td></td>
<td>RED</td>
<td>76%</td>
<td>85%</td>
<td>87.98%</td>
<td>222</td>
<td>183</td>
<td>The percentage of all major and minor applications with an economic imperative that are approved</td>
<td>Phil Holmes</td>
<td>Andrew Pitson</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EC2NM - Total number of major and minor applications with an economic imperative that are approved</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>169</td>
<td>161</td>
<td>169</td>
<td>161</td>
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</tr>
</tbody>
</table>

The result for the quarter was 76.13%, which is below the target of 85%. Of the 222 applications determined in the quarter, 169 were granted. Of the applications that were refused, a significant number related to development in the countryside, where the principle of development is unacceptable or proposals which would have a significant effect on adjoining residents.

Since April 1st 2015, following the introduction of charging for the provision of pre application advice, there has been a significant decline in the number of pre-application enquiries received. This may have an influence over the quality of the applications submitted with consequent implications for achieving this target.
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</thead>
<tbody>
<tr>
<td>Employment &amp; Training opportunities created</td>
<td>BBMA1 1</td>
<td>GREEN 18</td>
<td>12</td>
<td>11</td>
<td></td>
<td>D 18 11</td>
<td>BBMA1NM - No. of BB&amp;M projects containing SBCs from this current reporting year minus no. of BB&amp;M projects containing SBCs from the previous year providing the increased number of projects worked on in the reporting year</td>
<td>Phil Holmes</td>
<td>Sue Woodward</td>
</tr>
<tr>
<td></td>
<td>BBMA3 1</td>
<td>GREEN 211</td>
<td>130</td>
<td>-</td>
<td></td>
<td>D 211 1</td>
<td>BBMA3NM - The number of training and employment weeks created by BBM for unemployed and economically inactive</td>
<td>Phil Holmes</td>
<td>Sue Woodward</td>
</tr>
<tr>
<td>Better commercial floorspace enabling the provision of increased employment</td>
<td>EC3 1</td>
<td>GREEN 300</td>
<td>250</td>
<td>-</td>
<td></td>
<td>D 300 1</td>
<td>EC3NM - Creation of commercial floorspace created through Vibrant and Viable Places - Realising the Potential funding.</td>
<td>Phil Holmes</td>
<td>Huw Jones</td>
</tr>
<tr>
<td>Improved city living opportunities</td>
<td>EC4 1</td>
<td>na</td>
<td>0</td>
<td>0</td>
<td></td>
<td>D 0 1</td>
<td>EC4NM - Creation of new housing units within Swansea City Centre created through Vibrant and Viable Places - Realising the Potential funding.</td>
<td>Phil Holmes</td>
<td>Huw Jones</td>
</tr>
</tbody>
</table>
Policy Commitments relating to creating a vibrant and viable economy

34. Seek to increase the number of people living in the city centre
24. Work with partners and the business community to promote Swansea Bay City region
25. Utilise £11 m in the House Revenue Account to improve Council houses and boost local economy.
28. Create a clear, coherent and balanced approach to the city centre
36. Work closely with partners to develop a Creative City Region create a Science and Innovation campus build Swansea as a science, technology and creative capital.
31. Plans for a sustainable transport system.
32. Improve perceptions of our city as a place to work, visit and live
33. Enhance our public spaces and city’s built heritage and empty properties

Director's Overview

The percentage of applications determined within 8 weeks continues to improve again this quarter. This is complemented by an improvement in the percentage of all applicants satisfied or very satisfied with the Planning application service. Both PI's are on target. The percentage of all major and minor applications with an economic imperative that are approved has fallen short of target this quarter. Of the applications that were refused, a significant number related to development in the countryside, where the principle of development is unacceptable or proposals which would have a significant effect on adjoining residents. Since April 1st 2015, following the introduction of charging for the provision of pre-application advice, there has been a significant decline in the number of pre-application enquiries received. This may also have an influence over the quality of the applications submitted with consequent implications for achieving this target.

Targets for the Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts, and the number of training and employment weeks created by BBM for unemployed and economically inactive are both above target. The target for the amount of commercial floor space created within the city centre to accommodate job creation has also been met. The annual target result for the number of new housing units created in Swansea City Centre as a result of V&VP Realising the Potential funding will be reported at year end, but it is already anticipated that this will fall short of target due to 3rd party delays with scheme commencement, slipping into 2016/17 instead.

Turning to policy commitments, good progress continues to be made.... The production and public consultation of the City Centre Framework sets the strategic direction and the implementation of the Realising the Potential programme has a direct positive bearing on policy commitments 34, 24, 25, 28, 32 and 33. The strategic framework will be reported to Cabinet/Council for adoption in January. The procurement of developers for the Civic Centre and St David's sites and the acquisition of the former Oceana building for redevelopment are strategic initiatives currently underway to support these and other policy commitments. Preferred development managers have been selected in December and a launch event will take place on 22nd January. The demolition contract for Oceana has been awarded and works have commenced. The Swansea Bay City Region working with partners as described in PC 24 has taken a step forward in relation to inward investment. A regional marketing suite and virtual inward investment team will be established to ensure joined-up working. Looking specifically at PC 25, around £250 million will be spent over the next 5 years to improve Council houses which includes the £11 million identified within the policy commitment. This year's capital programme of £48m is entirely committed to the improvement of the housing stock up to the WHQS (Welsh Housing Quality Standard). PC36 is being delivered through collaborations with the universities, where MoU's (Memorandum of Understanding) identify joint working, and via close collaboration with the City Region Board. Support has been expressed publicly by the University for the Hydro Hub projected sited within the Civic Centre redevelopment plans. Also, in relation to PC 32, Swansea - "City of Innovation" has been adopted and work is now underway to refine this as part of Swansea's place marketing offer. PC 31 - options have been identified to amend the infrastructure and traffic movements at Kingsway in accordance with the draft Kingsway masterplan and a temporary solution is being delivered on site. A transport model has also been developed to test traffic implications of strategic site allocations as proposed in draft LDP. This will be reported to Councillors next month.
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</thead>
<tbody>
<tr>
<td>Priority 4 : Tackling Poverty</td>
<td>SIU01 - No. of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role.</td>
<td>RED</td>
<td>288</td>
<td>375</td>
<td>-</td>
<td>-</td>
<td>288</td>
<td>Further training will take place in Quarter 4 with 103 people booked on courses. Therefore the target is likely to be missed by approximately 100 people. There are only so many courses and sessions which can be delivered without affecting the welfare rights team's core activities. More people have expressed an interest in these courses but they are already full sessions.</td>
<td>Sarah Crawley</td>
<td>Karen Grunhut</td>
</tr>
<tr>
<td></td>
<td>POV2 - Percentage of activities in the Poverty Action Plan started in the year</td>
<td>GREEN</td>
<td>60.9%</td>
<td>0%</td>
<td>-</td>
<td>-</td>
<td>14</td>
<td></td>
<td></td>
<td>Sarah Crawley</td>
</tr>
</tbody>
</table>

### Policy Commitments relating to tackling poverty

- **38. Tackle poverty and unemployment, especially amongst young people and within the most deprived communities**
- **22. Implement a pledge to ensure that all 18-24 yr olds have access to quality information, education and enterprise**
- **24. Work with CAB and other partners to enhance the Council's existing Welfare Rights service**
- **37. Explore with Credit Unions how to make loans to micro businesses**
- **39. Work with Moneyline Cymru and other partners to help people on low incomes access affordable loans**
- **66. Play a full part in the Healthy Cities initiative to address health inequalities and life expectancy**

### Director's Overview

The Communities First and LIFT programmes have continued to support people with their employability and into employment. The Young People's service continues to support young people from 11-25 years of age with information, advice and guidance, along with direct support. The Council is continuing to fund the Enterprise officers within Gower College who are actively working with Primary and Secondary schools to promote innovation in business. The Credit Union (LASA) are continuing to assist people in accessing low cost, affordable loans. The Early years strategy and action plan are owned and run by the Healthy Cities board, assisting children with a best start in life, and readiness for school. The Communities First and Families First programmes are continuing to assist people with health issues. The NEETs figure has continued to reduce through a series of co-ordinated activities including supporting the most vulnerable school leavers, continuing to develop provision in Gower College and liaising closely with the main training providers across Swansea. Approval has also been given for a new post-16 vulnerable learners service which should be up and running in April/May 2016.
<table>
<thead>
<tr>
<th>Related Outcome</th>
<th>PI &amp; desired direction of Travel</th>
<th>Result Q3 15-16</th>
<th>Target Q3 15-16</th>
<th>Perform Q3 14-15</th>
<th>Trend since Q3 14-15</th>
<th>N – Numerator * D – Denominator</th>
<th>Comments (Explanation and Actions)</th>
<th>Responsible Head of Service</th>
<th>Responsible Performance Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 5 : Building sustainable communities</strong></td>
<td><a href="#">STS006</a> †</td>
<td>GREEN</td>
<td>94.1%</td>
<td>92%</td>
<td>88.78%</td>
<td>1,166</td>
<td>744</td>
<td>STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days</td>
<td>Chris Howell</td>
</tr>
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<td></td>
<td>The percentage of reported fly tipping incidents cleared within 5 working days</td>
<td><a href="#">WMT004b</a> †</td>
<td>GREEN</td>
<td>38.61%</td>
<td>40.5%</td>
<td>41.49%</td>
<td>11,795</td>
<td>11,701</td>
<td>WMT004bNM - The total tonnage of municipal waste collected by the local authority</td>
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<td></td>
<td>The percentage of municipal waste collected by local authorities sent to landfill</td>
<td><a href="#">WMT009b</a> †</td>
<td>GREEN</td>
<td>60.64%</td>
<td>59.5%</td>
<td>58.46%</td>
<td>18,526</td>
<td>16,488</td>
<td>WMT009bNM - The tonnage of local authority collected municipal waste prepared for reuse, recycled and/or collected as source segregated bio wastess and composted or treated biologically in another way by the local authority</td>
</tr>
<tr>
<td></td>
<td>The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way</td>
<td><a href="#">SUSC1</a> †</td>
<td>AMBER</td>
<td>85.67%</td>
<td>89%</td>
<td>-</td>
<td>616</td>
<td>SUSC1NM - Number of residents surveyed who are 'very' or 'fairly' satisfied with their local area as a place to live.</td>
<td>Chris Sivers</td>
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<tr>
<td></td>
<td>% of people across Swansea who believe they live in a good place</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Related Outcome</td>
<td>PI &amp; desired direction of Travel</td>
<td>Result Q3 15-16</td>
<td>Target Q3 15-16</td>
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<td>Comments (Explanation and Actions)</td>
<td>Responsible Head of Service</td>
<td>Responsible Performance Officer</td>
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<td></td>
</tr>
<tr>
<td>People live in resilient communities</td>
<td>SUSC3 1</td>
<td>RED</td>
<td>70.60%</td>
<td>76%</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>% of people who believe that their neighbourhood is a place where people from different ethnic backgrounds can live together well</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>More people living at home or in the community</td>
<td>SCA001 1</td>
<td>GREEN</td>
<td>3.81</td>
<td>4.00</td>
<td>5.33</td>
<td>Based on incomplete data - NHS yet to supply us with December data (20/1/16). Data calculated as whole-year estimate based on April - November data. Based upon available data, performance has improved since Q2 2015/16.</td>
<td>Alex Williams</td>
<td>John Grenfell</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AS4 1</td>
<td>RED</td>
<td>57.8%</td>
<td>62%</td>
<td>42.50%</td>
<td>Performance has improved considerably since Q1 of the year, due to the focus on admitting only those who presented as capable of being re-abled. It is possible that performance will deteriorate during the rest of this winter if hospitals come under sustained pressure.</td>
<td>Alex Williams</td>
<td>John Grenfell</td>
<td></td>
</tr>
</tbody>
</table>
### Policy Commitments relating to building sustainable communities

1. Seek wider and imaginative community use of public assets such as Council owned buildings
2. Support independent living, improved options for older people. Increase funding for housing co-operative
3. Explore collaborative and innovative ways in which local services can financed and delivered
4. Relocate social services to work directly in the communities they serve and co-locate them with other services

### Director's Overview

- There is a clear joint commitment between Social Care and Health to tackle delayed transfers of care, and work is ongoing to ensure that there is joint ownership of the issue to improve performance. Social Care and Health fully recognise the importance of swift discharges to improve patient flow through the hospitals and ensure that people can be supported to go home as quickly as possible. The pressures so far on hospitals this winter have not been as severe as previous winters. However, work is ongoing to ensure that delayed transfers of care are minimised as much as possible. To aid this the Head of Adult Services has weekly conference calls with the Service Directors for both Singleton and Morriston to try and expedite difficult cases, medically fit individuals in hospital are being prioritised on brokerage for external domiciliary care, the structure of the hospital social work team is being reviewed to ensure that there is a robust front door from the hospital into community care, and capacity within the internal domiciliary care and residential care service is being used creatively to aid hospital discharges.
- Effective reablement processes are critical to assist with improving delayed transfers of care. Social Care is reviewing its approach and criteria for reablement to ensure it is fit for purpose, so where possible people can be kept as independent as possible.
- The Waste service has contributed to the building of sustainable communities through continuing to improve its recycling performance and land fill diversion in line with Welsh Government statutory indicators. This has been achieved through ongoing community engagement, residual waste restrictions, and recycling facilities at the Household Waste Recycling Centres and Bring Sites. The ongoing Waste Commissioning Review will seek continual improvement through increased community action.
- The Fly Tipping Team, along with the rest of the Cleansing Team, merged with Parks Operations from 1 January 2016, and a further commissioning review is scheduled to start in March 2016, and will aim to improve the performance of the Fly Tipping Service to ensure communities are kept clean and attractive, and free from fly tipping.

### Sickness Absence

<table>
<thead>
<tr>
<th>Related Outcome</th>
<th>PI &amp; desired direction of Travel</th>
<th>Result</th>
<th>Target</th>
<th>Perform</th>
<th>Trend since</th>
<th>N – Numerator *</th>
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<tr>
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<td>Q3 15-16</td>
<td>Q3 15-16</td>
<td>Q3 14-15</td>
<td>Q3 15-16</td>
<td>Q3 14-15</td>
<td>Q3 14-15</td>
<td>Head of Service</td>
<td>Steve Rees</td>
<td>Emma Johnson</td>
</tr>
<tr>
<td>Sickness Absence</td>
<td></td>
<td>N - NM</td>
<td>D - NM</td>
<td>68,795.67</td>
<td>6,984</td>
<td>9,275.55</td>
<td>9,597</td>
<td>69,842</td>
<td>9,597</td>
<td>7.42</td>
</tr>
</tbody>
</table>
CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Rob Stewart
Cabinet Member for Finance and Strategy
(Leader)

Dear Leader,

Service Improvement and Finance Scrutiny Performance Panel
10th February 2016

Engagement with Scrutiny
We are pleased with your willingness to engage with scrutiny and provide a further opportunity for members of the public to directly ask you questions on the budget. We are grateful to you and Ben Smith, Chief Accountant, for attending our meeting on 10th February where you answered a wide range of detailed queries.

Following my attendance at the Special Cabinet Budget Meeting on 11th February where I verbally presented the key points that scrutiny wished to bring to Cabinet’s attention, this letter is intended to provide a formal record of the Scrutiny Panel’s views and reflects on the discussion we had with you.

Views of the Panel
Budget settlement
We wish to note that due to the lateness of Welsh Government budget settlement and specific grants, the effectiveness of scrutiny is reduced as there is not sufficient
time to consider the budget and impacts. We appreciate that this is out of the Council’s control and also causes difficulties in the budget setting processing and also the setting of the final council tax figure.

**Budget consultation**
The Budget consultation process asked high level questions on whether people are prepared to pay for services or would prefer them delivered in a different way as an alternative to losing them. However, we believe that more detailed information needs to be provided to people to enable them to make a fully informed decision. Therefore we recommend that once the results of the numerous Commissioning Reviews (which are looking at ways to make services sustainable for the future) are available, then robust public consultation needs to take place, where applicable, on the various options for future service delivery. In addition, we believe that the relevant scrutiny panels should also be part of this consultation.

**Impact of budget reductions**
Overall, we wish to note our growing concern that continuing reductions to the Council’s budget could feasibly lead to a long term position where there is no money available for anything other than statutory services i.e. Social Services and Education. We are sure this concern is shared by the Cabinet.

**Views of other Scrutiny Performance Panels**
We received comments from the Schools Scrutiny Performance Panel and the Transformation of Adult Social Services Panel. We have appended these to this letter so that Cabinet is aware of the issues raised.

**Public Questions**
As you are aware, a number of questions were received from members of the public, which you responded to at the meeting. We have appended these to this letter so that Cabinet is aware of the issues raised.

**Your response**
In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to the following recommendation:

- Once the results of the Commissioning Reviews are available, then robust public consultation should take place, where applicable, on the various options for future service delivery. Scrutiny should be involved in this consultation process.

Please could you respond by 21/2/16?

You agreed, at the meeting, to provide a written response to a number of the questions asked. For completeness, these are included at appendix 4. We are aware that work is separately underway to provide responses to these questions.
Yours sincerely,

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

ENCLOSED:
Appendix 1 – Feedback from Schools Scrutiny Performance Panel  
Appendix 2 – Feedback from Transformation of Adult Services Scrutiny Panel  
Appendix 3 – Public Questions (for info)  
Appendix 4 – Questions for follow up (for info – Panel is aware that work is separately underway to provide a response to these questions)
Appendix 1

Feedback from Schools Scrutiny Performance Panel

Convener: Councillor Fiona Gordon

The Schools Performance Panel met on the 9 February to look at the Annual Budget Papers published for Cabinet on the 15 February and have made the following comments for inclusion in the response to Cabinet by Service Improvement and Finance Scrutiny Panel.

- Page 45: Panel particularly supports the statement of budget priorities which says ‘radically changing the way support for pupils is provided – more flexible earlier intervention and support, as local as possible’.

- Page 46 (3rd bullet point) ‘reducing the need for formal statements’. Are we on target for reducing statements? The budget on page 123 has an increase in SEN Statmenting and support.

- Page 61 (4.10): Panel wished to acknowledge that the ministerial funding commitment had been met.

- Page 83 (first point relating to education) ‘make use of cloud technology to reduce reliance on server usage’. The panel felt that this may not be a quick fix and that the transition to this could take time therefore not realising the savings over the short term. The Panel also felt that they needed to reiterate how important it is to ensure that use of the cloud is robust and also secure.

- Page 84: (second point down) the panel were interested to find out why the Council is not exploring the use of OpenSource software therefore reducing cost of licencing.

- Pages 96-108: The Panel felt that the consultation with young people, as highlighted, is not representative because it is based on such a small number of pupils.

- Page 115: Schools Budget Forum letter
The Panel agreed that it was positive that we had schools protection again this year but also wished to support the concerns of the Forum particularly the following:
  - Paragraph 5 on page 116 and wished to emphasise the importance of keeping this in mind when looking at future budget reductions
  - Paragraph 9 ‘expected further cuts in grants’
  - Paragraph 10 ‘There is clear evidence of increased class sizes, mixed age group classes, nursery classes without qualified teachers’
  - Page 118: Behaviour Review Outcomes: Panel agree with this and presume this is being addressed by the increase in the budget line on page 123. If the increase is not for this will that be considered in the future
The panel therefore also support the urge to ‘recognise the importance of making proper revenue provision for schools every year as a matter of course’

- Page 123: The panel were concerned that the budget line relating ‘management and admin costs’ in both Education Improvement and Education Inclusion have increased. Why is this at a time when the Council is reducing both its management and admin costs across the council?
Feedback from Transformation of Adult Services Scrutiny Panel

Convener – Councillor Uta Clay

- The TASS Panel heard from Councillor Jane Harris, Cabinet Member and Dave Howes, Chief Social Services Officer, about the budget position and proposals for adult services

- The Panel wishes to thank the Chief Social Services Officer for his clear presentation of the issues – the Panel found this very helpful.

- The panel notes that there is a proposed increase in the adult services budget and no additional savings proposals. The emphasis currently is on ensuring that services are excellent, citizens are safe and arrangements are as cost effective as they can be. The assumption is that, by ensuring services meet people needs effectively, costs will reduce over time. This was the experience in child and family services.

- The Panel further notes that the expected overspend in Adult Services will be balanced by an equivalent underspend in child and family services. This is a reversal of the position in the past.

- The panel is concerned about the financial risk associated with the transformation programme. Previous savings targets associated with programmes such as TASS have not been delivered and it is not clear that lessons have been learnt. The Panel urges the Cabinet Member to ensure that monitoring of these savings is robust.
Public Questions

Peter Hewitt:
Why is the council cutting the budget for Victoria Park when they are in breach of a noise abatement order and a planning condition? Leader agreed to provide a written response to this question.

Ronald Austin:
1. How much of the Council’s budget comes from the Welsh Government?
2. How much of the total budget is ring-fenced to various departments and activities?

Gerald Gabb:
Fully understanding that our local problems derive from Downing Street, can you tell me what answers the Council has come up with to keep our excellent Museums Service operating at an acceptable level, bearing in mind that we are Wales’s second city and that trusts only work if well-funded?

Mr East:
1. Liberty Stadium and levels of rent paid.
2. Limits on redundancy payments

Mr Perrot:
What is the Council doing to emphasise co-operative working for services under financial strain?
Appendix 4

Service Improvement and Finance Scrutiny Panel
Questions for follow up
10 February 2016

The following are questions raised at the meeting which the Leader agreed to provide written responses to. (Page references refer to the page numbers in the Cabinet papers 15.2.16)

Public questions

1. A question was provided by Peter Hewitt (member of the public). He was not present at the meeting and the Leader agreed to provide a written response directly to Mr Hewitt:
   Why is the Council cutting the budget for Victoria Park when they are in breach of a noise abatement order and a planning condition?

2. Mr Perrott asked for specific examples of where the Council is developing use of co-operative working.

Questions raised by the Schools Performance Scrutiny Panel

Reducing the need for formal statements Page 46 (3rd bullet point)

3. Are we on target for reducing statements? The budget on page 123 has an increase in SEN Statementing and support.

School Budget Forum Letter Page 118

4. Behaviour Review Outcomes (the School Budget Forum urges the Council to consider additional funding to facilitate the major cultural and service changes required): Panel agree with this and presume this is being addressed by the increase in the budget line on page 123. If the increase is not for this will that be considered in the future?

Questions raised by the Service Improvement and Finance Scrutiny Panel

Summary of consultation p95

5. How many people attended the events in Gorseinon, Civic Centre and Townhill?

6. How many ethnic minority persons responded to the public consultation - info provided only supplied a breakdown of Welsh or English speaking

7. Do we know the geographical area that the respondents came from?

Council Tax p87

8. Panel to be provided with a copy of the last report to Cabinet/Council on discretionary pensioner grant in order to understand the proposed cut better
9. What will increased parking enforcement in resident parking areas mean in practice?

Social Care Protection para 4.12 p 52

10. Panel requested further information about the £10m notional all wales social care protection. Is further information available regrading whether this money will be directly available to the Council and how much would be allocated to Swansea?
Dear Councillor Holley

Service Improvement and Finance Scrutiny Performance Panel 10 February 2016 – follow up letter 29 February 2016

Thank you for your letter dated the 29 February which reflected the views of the Scrutiny Panel and our subsequent discussion in relation to the issues raised at a meeting of the Scrutiny Panel on the 10 February 2016. In the letter you asked for my comments on the specific recommendation;

"Once the results of the Commissioning Reviews are available, then robust public consultation should take place, where applicable, on the various options for future service delivery. Scrutiny should be involved in this consultation process"

You may recall that a report to Cabinet on the 15 October outlined the policy and financial context for the commissioning reviews, summarised progress to date and set out the recommendation and outcomes from the first series of Commissioning reviews; Residential and Outdoor Education, Business Support and the Non Schools Building Cleaning service.

Within the report, you will note that it was suggested that an overarching approach to consultation was adopted in relation to Commissioning Review programme. It was proposed that a communication and engagement plan was developed for each Commissioning Review which would be informed by specific consultation requirements for each individual review.

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
LEADER / ARWEINYDD

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE
SWYDDFA’R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE
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✉ cllr.rob.stewart@swansea.gov.uk  www.swansea.gov.uk
Relevant consultation with the public, specific groups of service users, staff, customers and other partners is a key element of the commissioning process.

You may also recall that Scrutiny have already received a briefing from the Chief Operating officer on the 8 February where Mr Nicholls took Scrutiny through the updated commissioning process and also the indicative timelines for each of the reviews. Scrutiny agreed with the proposal that as a panel they should be involved in stage 1 “scoping” and then also at stage 4/5 decision so that an ongoing involvement would not prejudice their ability to properly discharge the scrutiny role. Notwithstanding this, individual scrutiny members have also been invited and attending all of the year 1 reviews and are looking to increase participation in all year two reviews which have recently commenced and this is welcomed.

I have attached a high level timeline for the Commissioning Reviews and their implementation which outlines the following information for each of the Commissioning Reviews:

- the start date,
- the milestone for Stage 1,
- the milestone for Stage 4,
- the anticipated completion date,
- the time table for public consultation.

I hope that this information answers your question fully. Scrutiny plays a key role in terms of challenging our plans and delivery and I would like to thank your continual contribution to ensuring that we deliver the very best services and outcomes for the people of Swansea.

Yours sincerely

COUNCILLOR ROB STEWART
LEADER OF THE CITY & COUNTY OF SWANSEACABINET MEMBER FOR
FINANCE AND STRATEGY

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## Commissioning Reviews & Implementation
### High-level Timeline - March 2016

<table>
<thead>
<tr>
<th>Review</th>
<th>Started</th>
<th>Stage 1* (Approx Timeline)</th>
<th>Stage 4* (Approx. Timeline)</th>
<th>Completion (Cabinet)</th>
<th>Public Consultation (if applicable approx. timeline)</th>
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<td>Residential Care</td>
<td>September 2015 - On time</td>
<td>September 2015</td>
<td>Mid June 2016</td>
<td>End June 2016</td>
<td>July - September 2016</td>
</tr>
<tr>
<td>Day Care</td>
<td>September 2015 - On time</td>
<td>September 2015</td>
<td>Mid June 2016</td>
<td>End June 2016</td>
<td>July - September 2016</td>
</tr>
<tr>
<td>Year 2 Phase 1 &amp; 2</td>
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<tr>
<td>ALN/SEN</td>
<td>May 2016</td>
<td>June 2016</td>
<td>November 2016</td>
<td>End November 2016</td>
<td>December 2017</td>
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<td>Housing &amp; Public Protection</td>
<td>June 2016</td>
<td>July 2016</td>
<td>December 2016</td>
<td>End December 2017</td>
<td>January 2017</td>
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### Implementation – Year 1 Reviews completed process

Each Project will prepare their own Public consultation plans.

<table>
<thead>
<tr>
<th>Project</th>
<th>Public Consultation Approx</th>
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<tr>
<td>Business Support</td>
<td>n/a Internal Transformation Phase 1</td>
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<tr>
<td>Culture Programme</td>
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<tr>
<td>Cleaning</td>
<td>Internal Transformation</td>
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<tr>
<td>Residential and Outdoor Centres</td>
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</table>

**Please note there are 4 stages (1, 2, 3 & 4), scrutiny agreed to be involved at Stage 1 (Outcomes) and Stage 4 (Options Appraisal) as outlined within the response from the Stand Lead Martin Nicholls. All members are welcome to get involved during the other stages.**
## Item 7

Service Improvement and Finance Scrutiny Performance Panel

Work Plan 2015/16

<table>
<thead>
<tr>
<th>Date for Panel Meeting</th>
<th>Item to be discussed</th>
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</thead>
</table>
| **Meeting 1** 13\(^{th}\) May | • ICT project update  
  • Q & A with Councillor David Hopkins, Cabinet Member for Communities & Housing: to discuss the implementation and impact of budget decisions within his portfolio  
  • *Annual work plan review – to reflect on the year’s work, achievement, experiences, issues, ideas for future scrutiny.* (Postponed until the next meeting)  
  • Development of work plan for 2015/16  
  
  *Note – Cllr Chris Holley, new Convener of the Panel for this and subsequent meetings.* |
| **Meeting 2** 10\(^{th}\) June | • Overview of New Performance Framework & Indicators  
  Richard Rowlands, Corporate Improvement Manager  
  • Annual work plan review – to reflect on the year’s work, achievement, experiences, issues, ideas for future scrutiny |
| **Meeting 3** 8\(^{th}\) July | • Cllr Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration and Tracey McNulty, Head of Cultural Services:  
  • Grand Theatre.  
  • City Centre Regeneration - Meeting Cancelled |
| **Meeting 4** 12\(^{th}\) August | • Q and A session with Councillor Mark Child, Cabinet Member for Well Being & Healthy City: to discuss the implementation and impact of budget decisions within his portfolio.  
  • Q and A session with Councillor Clive Lloyd, Cabinet Member for Transformation & Performance: to discuss the implementation and impact of budget decisions within his portfolio. |
| **Meeting 5** 16\(^{th}\) September | • Cllr Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration and Tracey McNulty, Head of Cultural Services:  
  • Grand Theatre.  
  • City Centre Regeneration |
| Meeting 6 14th October | • End of Year Performance Monitoring Report 2014-15  
Richard Rowlands, Corporate Improvement Manager  
• 1st Quarter Performance Monitoring Report, including Policy Commitments Tracker  
Richard Rowlands, Corporate Improvement Manager |
| --- | --- |
| Meeting 7 11th November | • Q and A session with Jane Harris, Cabinet Member for Services for Adults & Vulnerable People to discuss the implementation and impact of budget decisions within her portfolio. *(postponed until a later meeting)*  
• ICT update – Sarah Caulkin/Jo Harley  
• Mid-Year Budget Statement:  
Mike Hawes, Head of Finance & Delivery |
| Meeting 8 9th December | • Welsh Public Library Standards– Annual Performance Report  
Tracey McNulty - Head of Cultural Services  
Steve Hardman – Library Service Manager  
• Recycling and Landfill – Annual Performance Monitoring  
Chris Howells – Head of Waste Management & Parks Operations  
Ian Whettleton – Group Leader Waste Management  
• Commercial Services and Procurement  
Chris Williams – Head of Commercial Services  
Andrew Williams & Simon Mason – Procurement Officers  
• Annual Review of Performance 2014-15 |
| Meeting 9 20th January | • 2nd Quarter Performance Monitoring Report, including Policy Commitments Tracker *(reporting to Cabinet in December)*  
Richard Rowlands, Corporate Improvement Manager  
• Annual Review of Performance  
Richard Rowlands, Corporate Improvement Manager  
• 2nd Quarter Budget Monitoring Report, including Budget Savings Tracker  
Mike Hawes, Head of Finance & Performance |
| Meeting 10 | 10th February | Report of the Cabinet Member for Finance & Strategy  
Special Cabinet Budget Reports (Cabinet meeting to be held on 15th February)  
Cllr Rob Stewart, Leader/Cabinet Member for Finance & Strategy  
Ben Smith, Chief Accountant & Deputy Section 151 Officer |
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| Meeting 11 | 9th March | • Q and A session with Councillor Christine Richards, Cabinet Member for Services for Children & Young People to discuss the implementation and impact of budget decisions within her portfolio.  
• Q and A session with Councillor Jane Harris, Cabinet Member for Adults & Vulnerable People to discuss the implementation and impact of budget decisions within her portfolio  
• 3rd Quarter Budget Monitoring Report, including Budget Savings Tracker  
Mike Hawes, Head of Finance & Performance  
Ben Smith, Chief Accountant & Deputy Section 151 Officer |
| Meeting 12 | 13th April | • 3rd Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet in March)  
Richard Rowlands, Corporate Improvement Manager  
• ICT – procurement of Oracle Support & transition review  
Sarah Caulkin – Head of Information & Business Change  
Jo Harley – ICT Strategic Performance Manager |
| Meeting 13 | 11th May | • Annual work plan review  
To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny.  
• Draft work plan for 2016/17 |

**Items to be timetabled**  
• Corporate Plan 2015/17 - updated for 2016/17  
• Discussion with Swansea Business Organisations in order to “reality check” City Centre Performance issues  
• Performance Information analysis training session