



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Programme Committee

At: Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

On: Tuesday, 15 November 2022

Time: 4.00 pm

Chair: Councillor Peter Black CBE

Membership:

Councillors: E W Fitzgerald, R Fogarty, T J Hennegan, V A Holland, M Jones, H Lawson, W G Lewis, P N May, F D O'Brien, S Pritchard, M S Tribe and T M White

Statutory Co-opted Members: Beth Allender and Elizabeth Lee

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

Watch Online: <https://bit.ly/3Ua8Fzq>

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

Agenda

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1 Apologies for Absence.

2 Disclosures of Personal & Prejudicial Interest.

www.swansea.gov.uk/disclosuresofinterests

3 Prohibition of Whipped Votes and Declaration of Party Whips.

4 Minutes.

To approve and sign the Minutes of the previous meeting(s) as a correct record.

1 - 4

5 Public Question Time.

Questions can be submitted in writing to Democratic Services democracy@swansea.gov.uk up until noon on the working day prior to the meeting. Written questions take precedence. Public may attend and ask questions in person if time allows. Questions must relate to items on the open part of the agenda and will be dealt within a 10 minute period.

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Next Meeting: Tuesday, 13 December 2022 at 4.00 pm



Huw Evans
Head of Democratic Services
Wednesday, 9 November 2022

Contact: Democratic Services - Tel (01792) 636923

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 18 October 2022 at 4.30 pm

Present: Councillor P M Black (Chair) Presided

Councillor(s)

E W Fitzgerald
V A Holland
W G Lewis
S Pritchard

Councillor(s)

R Fogarty
M Jones
T J Hennegan

Councillor(s)

H Lawson
F D O'Brien
M S Tribe
T M White

Statutory Co-opted Member(s)

Beth Allender Elizabeth Lee

Councillor Co-opted Member(s)

C A Holley P R Hood-Williams S M Jones

Officer(s)

Leanne Ahern	PSB Support Officer
Julie Gosney	Partnership & Involvement Team Manager
Jo Harley	Digital Services Manager
Steve King	Information, Research & GIS Team Leader
Sarah Lackenby	Head of Digital and Customer Services
Brij Madahar	Scrutiny Team Leader
Gary Mahoney	Early Year Pathfinder Co-ordinator
Suzy Richards	Sustainable Policy Officer
Richard Rowlands	Strategic Delivery & Performance Manager
Debbie Smith	Deputy Chief Legal Officer
Jane Whitmore	Strategic Lead Commissioner
Alison Williams	Early Years Programme Manager
Samantha Woon	Democratic Services Officer
Ness Young	Interim Director of Corporate Services

Also present

A S Lewis	Chair of PSB Joint Committee and Deputy Leader CCoS
R Stewart	Leader CCoS
R Thomas	Chief Fire Officer, Mid & West Wales Fire & Rescue Service (Vice-Chair of PSB Joint Committee)
P McDonnell	Swansea Environmental Forum
C Bija	PSB Scrutiny Co-optee
A Richmond-Jones	Mid & West Wales Fire & Rescue Service
A Carr	Swansea Council for Voluntary Service
K Reid	Swansea Bay University Health Board

Apologies for Absence

Councillor(s): P N May

Councillor Co-opted Members: L R Jones

1 Disclosures of Personal & Prejudicial Interest.

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

Councillors T J Hennegan, H Lawson and S Pritchard – Personal – Minute No. 5 – Scrutiny of Swansea Public Services Board.

2 Prohibition of Whipped Votes and Declaration of Party Whips.

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

3 Minutes.

Resolved that the minutes of the Scrutiny Programme Committee held on 16 August, 2022, be signed and approved as a correct record.

4 Public Question Time.

There were no public questions.

5 Scrutiny of Swansea Public Services Board.

The Cabinet Member for Economy, Finance & Strategy (Leader), the Cabinet Member for Climate Change & Service Transformation (Deputy Leader and Chair of Swansea PSB Joint Committee), the Vice-Chair of Swansea PSB Joint Committee and the Strategic Delivery and Performance Manager were all present for Scrutiny of the Swansea Public Services Board (PSB). They were joined by officers who coordinated the work of the PSB, operational leads working on the delivery of PSB Well-being Objectives, and other strategic representatives of the PSB.

Provided to the Committee in support of the session, for questions, were:

- the recently published PSB Annual Report 2021/22, showing the delivery of PSB well-being objectives
- work being done to improve the PSB's performance framework (following issue raised by the Committee at previous Scrutiny session)
- the new Assessment of Local Well-being (published in May 2022), and
- a paper on progress with development of a new Local Well-being Plan which must be in place by May 2023.

Committee questioning and discussion regarding the performance of the PSB focussed on the following:

- 1) Efforts to improve the way the PSB measures its performance to facilitate Scrutiny, and challenges around this;

- 2) PSB funding and resources;
- 3) Impact of the pandemic on the PSB;
- 4) Public engagement in the work of the PSB and development of the new Assessment of Well-being;
- 5) How the PSB Annual Report could be improved, e.g., as well as focus on progress in the delivery of PSB well-being objectives, led by individual statutory members, examples of effective collaborative working on issues;
- 6) Local Well-being Indicators, including performance in relation to community safety and air quality; and
- 7) The involvement of the Scrutiny Programme Committee in scrutinising the draft PSB Well-being Plan.

The Chair thanked all Members, Officers and Board Members.

Resolved that the Chair of the Scrutiny Programme Committee write to the Public Services Board, reflecting the discussion and sharing the views of the Committee.

6 Pre-Decision Scrutiny: Oracle Project Investment Update.

The Leader of the Council and Cabinet Member for Service Transformation assisted by the Head of Digital and Customer Services, were present for pre-decision scrutiny of the Cabinet report on Oracle Project Investment Update. The report was being presented to Cabinet on 20 October for decision.

The Joint Report of the Cabinet Member for Economy, Strategy & Finance and Cabinet Member for Service Transformation provided an update on the Oracle Fusion project and sought Cabinet approval for additional investment in the project to meet unavoidable costs associated with the pandemic and recovery from it. It asked Cabinet to approve the revised plan and timeline for the implementation of the Oracle project (completion by 1 April 2023) together with further investment (£2.8m) as outlined.

Committee questions focussed on reasons for the project delay, concerns around the financial implications, exploration of the specific areas of spending listed in Table 1 (para. 4.1 of the Cabinet report), and reasons for the additional activities stated. Clarification was sought in regard to total project costs, the risk of a further escalation of costs given variables reported that may be out of the Council's control, (e.g., the timing of the teachers' and local government pay award implementation).

The Chair thanked Members and Officers.

Resolved that the Chair write to Cabinet Members outlining the view of the Committee ahead of Cabinet on 20 October 2022.

7 Membership of Scrutiny Panels and Working Groups.

Further to written report, some changes were verbally reported for agreement:

- Adult Services Performance Panel – Add Cllr Cheryl Philpott
- Child & Family Services Performance Panel – Add Cllr Cheryl Philpott
- Road Safety Working Group – Add Cllr Sara Keeton

Resolved that the membership of the Panels and Working Groups as reported, be agreed.

8 Scrutiny Work Programme.

The Chair presented the agreed Scrutiny Work Programme for 2022/23 which the Committee is responsible for monitoring.

As per Committee work plan, the plan for next meeting on 15 November is:

- Scrutiny of Cabinet Member Portfolio Responsibilities: Fly Tipping
- Annual Corporate Safeguarding Report
- Follow Up: Workforce Scrutiny Working Group

9 Scrutiny Letters.

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

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

The Chair referred to the date and time of upcoming Scrutiny Panel/Working Group Meetings, for information.

The meeting ended at 5.44 pm

Chair

Agenda Item 6



Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 15 November 2022

Scrutiny of Cabinet Member Portfolio Responsibilities

Purpose:	To enable the Committee to question Cabinet Members on their work. The Committee's questions will broadly explore Cabinet Members' priorities, actions, achievements and impact in relation to specific areas of responsibility.
Content:	<p>The following Cabinet Member will appear before the Committee:</p> <p>a) Councillor Cyril Anderson, Cabinet Member for Community (Services)</p> <p>The specific areas of responsibility being discussed are:</p> <p>a) Fly Tipping</p>
Councillors are being asked to:	<ul style="list-style-type: none">• Question the relevant Cabinet Member on the specific portfolio responsibilities• Make comments and recommendations as necessary
Lead Councillor:	Councillor Peter Black, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Chief Legal Officer
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland
Access to Services Officer	Catherine Window

1. Introduction

1.1 One of the most important roles that scrutiny carries out is holding the Council's Cabinet to account. The Cabinet (also known as the Executive) is made up of the Leader and other councillors, appointed by the Leader, who are allocated specific portfolio responsibilities.

1.2 There are 10 Cabinet portfolios:

	Cabinet Portfolio	Cabinet Member
1	Economy, Finance & Strategy (Leader of the Council)	Cllr Rob Stewart
2	Service Transformation (Deputy Leader)	Cllr Andrea Lewis
3	Corporate Services & Performance (Deputy Leader)	Cllr David Hopkins
4	Education & Learning	Cllr Robert Smith
5	Care Services	Cllr Louise Gibbard
6	Wellbeing	Cllr Alyson Pugh
7	Environment & Infrastructure	Cllr Andrew Stevens
8	Investment, Regeneration & Tourism	Cllr Robert Francis-Davies
9	Equalities & Culture	Cllr Elliott King
10	Community (Services) Community (Support)	Cllr Cyril Anderson Cllr Hayley Gwilliam

NOTE:

- The Community Portfolio operates under a job-sharing arrangement
- Detailed breakdown of Cabinet Portfolio Responsibilities are **attached** to this report.

- 1.3 By acting as a ‘critical friend’ scrutiny has the opportunity to challenge the Cabinet and individual Cabinet Members on their actions and performance in relation to their areas of responsibilities.
- 1.4 Rather than a look at overall responsibilities, the Committee has agreed to focus on specific areas of interest / concern, taking into account any gaps in the overall scrutiny work programme and ensuring good coverage of scrutiny across all cabinet portfolios.
- 1.5 The Committee should be mindful to avoid duplication of any issue(s) which are being examined elsewhere in the Scrutiny Work Programme e.g., within Performance Panels.

2. Discussion on Cabinet Member Portfolio Responsibilities

- 2.1 The following Cabinet Member will appear before the Committee:
- a) Councillor Cyril Anderson, Cabinet Member for Community (Services)
- 2.2 The Cabinet portfolio responsibilities that the Committee will focus on are:
- a) Fly Tipping

- 2.3 The Cabinet Member, will attend, along with lead officers who can assist the Committee, to report on aims / objectives, plans, and the delivery of work related to this portfolio responsibility and objectives. Cabinet Members will be invited to make introductory remarks before taking questions from the Committee.
- 2.4 The Cabinet Member has provided a report on the portfolio responsibility under discussion to help the Committee focus the discussion and questions - see **Appendix 2**.

3. Approach to Questions

- 3.1 The session should provide Committee members with a greater understanding of what the specific responsibilities entail, resources, priorities/objectives/commitments, key activities & headlines/achievements, performance measures, and overall assessment of service health (including, for example, how we compare with others, challenges / risks) and improvement/impact/difference made. This will give the Committee the chance to ask focused questions and provide challenge on actions and performance in relation to these areas of responsibility, as well as future thinking.
- 3.2 The Committee may take the opportunity to pick up on related issues, for example how Fly Tipping relates to work on Litter and Community Cleansing. The Committee had a focussed session on Litter and Community Cleansing in September 2021 and can follow up on views shared with the then Cabinet Member, Mark Thomas. The Committee letter sent following that meeting and the response that was provided is **attached**. Councillors will be interested in whether there are any changes in the way the Council approaches Fly Tipping or wider litter and cleansing issues since last year. There is also some interest amongst the Committee in asking about the efficacy of this year's weed treatment, and issues around graffiti.
- 3.3 In terms of themes that cut across all cabinet portfolios, the Committee can ask Cabinet Members about:
- Well-being of Future Generations Act – impact on their work / decisions e.g., what they are doing to achieve the well-being goals and ways of working, e.g., focus on long-term thinking, collaboration / involvement etc. (including regional / collaborative working, service user / public engagement)
 - Links to poverty reduction, reducing inequalities, including socio-economic disadvantage
 - Links to the Council's Recovery and Transformation Plan, 'Swansea Achieving Better Together'
 - Links to the Public Services Board (PSB)

3.4 Links to Policy Commitments 2022-2027:

- Communities: Swansea Council will ensure the availability of dedicated resources to tackle weeds, litter and minor works in every community; recruiting local ward operatives.
- 100 days target: Swansea Council commit to installing new bins and to replace dog waste bins with larger general bins.

3.5 The Committee also invites members of the public and other scrutiny councillors (not on the Committee) to suggest questions that the Committee should ask. It is up to the Committee how to deal with any suggested questions within the session.

3.6 Following each session the Chair will write to Cabinet Members in order to capture the main issues discussed, views expressed by the Committee, and any actions for them to consider.

3.7 If the Committee wishes to conduct more detailed scrutiny of any of the issues raised during the session, then this should be agreed through the normal work planning process and planned for a future meeting. This will also allow proper time for preparation.

3.8 The Committee should note that Councillor Cyril Anderson has already been engaged in scrutiny, or is planned, of the following other matters:

- Waste / Recycling (Service Improvement & Finance Performance Panel)
- Community Growing (Committee)

4. **Next Session**

4.1 The next scheduled Scrutiny of Cabinet Member Portfolio Responsibilities, will be a session with the Cabinet Member for Service Transformation, Councillor Andrea Lewis, on Homelessness. This is being arranged for the Committee meeting on 13 December. The Committee should identify in advance any key issues that it may wish to explore so that these can be reported on and responded to.

5. **Integrated Assessment Implications**

5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

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

- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the ‘well-being goals’.

5.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.2 An IIA screening has been undertaken noting there are minimal impact assessment implications associated with this report (IIA can be viewed in **Appendix 1**). The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The public were invited to contribute to the session. The work of Scrutiny will involve examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers). Scrutiny activities have the potential for engagement to ensure public views can feed into the Scrutiny process.

6. Legal Implications

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

7. Financial Implications

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

Background Papers: None

Appendices:

Appendix 1: IIA Screening

Appendix 2: Cabinet Member Report – Fly Tipping

Appendix 3 – Committee Letter & Response – Scrutiny of Litter & Community Cleansing (Sep 2021)

Appendix 4: Cabinet Portfolio Responsibility Listing

Appendix 1 - Integrated Impact Assessment Screening Form

Which service area and directorate are you from?

Service Area: Legal, Democratic Services & Business Intelligence

Directorate: Resources

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

Information report on the Scrutiny of Cabinet Member Portfolio Responsibilities to guide the Committee.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 1 - Integrated Impact Assessment Screening Form

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement**

The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The public were invited to contribute to the session.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

The work of Scrutiny will involve examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers).

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

Low impact because there are no decisions within the information report which will directly affect service users, people and/or communities, but scrutiny activities have the potential for engagement to ensure public views can feed into the Scrutiny process.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- Summary of impacts identified and mitigation needed (Q2)
- Summary of involvement (Q3)
- WFG considerations (Q4)
- Any risks identified (Q5)

Appendix 1 - Integrated Impact Assessment Screening Form

- **Cumulative impact (Q7)**

There are minimal impact assessment implications associated with this report. The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The public were invited to contribute to the session. The work of Scrutiny will involve examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers). Scrutiny activities have the potential for engagement to ensure public views can feed into the Scrutiny process.

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Brij Madahar
Job title: Scrutiny Team Leader
Date: 1 September 2022
Approval for Head of Service:
Name: Debbie Smith
Position: Deputy Chief Legal Officer
Date: 6 September 2022



Report of the Cabinet Member for Community

Scrutiny Programme Committee – 15th November 2022

Fly Tipping

Purpose	To brief/update the Scrutiny Committee on action on Fly Tipping
Content	This document is a summary of the current procedures in place to deal with fly tipping.
Councillors are being asked to	Consider the information provided and give views
Lead Councillor	Councillor Cyril Anderson, Cabinet Member for Community
Lead Officer	Chris Howell, Head of Service Waste Management Parks and Cleansing
Report Author	Frances Williams, Waste Enforcement Team Leader, Jeremy Davies, Group Leader Parks and Cleansing. Tel: 01792 635600
Legal Officer	Tracey Meredith
Finance Officer	Paul Roach
Access to Services Officer	Rhian Millar

1. Background

- 1.1 'Local authorities and Natural Resources Wales both have a responsibility in respect of illegally deposited waste. Local authorities have a duty to clear fly-tipping from public land in their areas and consequently they deal with the vast majority of fly-tipping on public land, investigating these and carrying out a range of enforcement actions. Natural Resources Wales is responsible for dealing with large-scale, serious and organised illegal dumping incidents which pose an immediate threat to human health or the environment'.
<https://gov.wales/local-authority-recorded-fly-tipping-quality-report-html>
- 1.2 In relation to preventing fly tipping, prevention is regarded as better than cure. It offers information and advice to those it regulates and seeks to secure co-operation avoiding bureaucracy and excessive cost. The **3 E's**, Education, Engagement and Enforcement.

- 1.3 The purpose of this protocol and procedure document is to provide information to Councillors and to promote the enforcement message and to secure efficient compliance with legislation whilst minimising the burden to Parks & Cleansing, individuals, organisations and businesses. The information within this document is intended to be applied in a wide range of situations and it explains in general terms the approach adopted by the Enforcement Team when carrying out Swansea Council's enforcement duties in relation to fly tipping.
- 1.4 Swansea Council's waste enforcement team aims to encourage citizens to play their part and recognise their contribution to protecting finite resources.
- 1.5 Swansea Council has worked hard to improve performance reducing fly tipping, including:
- blocking access to areas known to be used by fly tippers with stone boulders and barriers on both public and private land;
 - taking enforcement action where people persistently disregard kerbside collection arrangements;
 - Supporting Keep Recycling Out campaign by taking enforcement action where people persistently disregard collection arrangements
 - undertaking education and engagement activities, including an advice day at local building suppliers;
 - working with the Police to stop vehicles carrying waste in order to ascertain that the businesses are in compliance with their Duty of Care responsibilities and are registered waste carriers.
 - Clearing fly tipping incidents on council land/highway promptly within five working days.
 - Working with private land owners to facilitate removal waste and subsequent enforcement action with a view to conviction and reimbursement of costs to the landowner.
 - Working with landlords of properties to ensure Duty of Care arrangements are in place to reduce opportunistic tradespeople from flytipping waste.
 - Working with householders to ensure legal disposal of waste to waste carriers.
 - Using surveillance in areas known as fly tipping 'hotspots'

Some examples of the above are detailed in **Appendix A**.

- 1.6 Fly tipping sits in Waste Management, Parks and Cleansing Service Area, with operational clearance and control under the Group Leader of Parks and Cleansing and Waste Enforcement being under the Team Leader Enforcement.
- 1.7 Fly tipping is part of the enforcement officers role, other duties include, but are not limited to, investigating and actioning issues relating to domestic waste, commercial waste, dog fouling, littering, dog ban on beaches,

2. Monitoring, Clearance, Prevention, and Enforcement

- 2.1 Flytipping and littering costs us, approximately £2.7 million per year to clear. However, due to the amalgamation with street cleansing it is not possible to provide separate tonnages of fly tipped waste and subsequent costs.
- 2.2 Our Housing department carries out its own removal and disposal of flytipping. Waste enforcement assists when required in relation to investigations being carried out.
- 2.3 Under the Environmental Protection Act 1990 Section 33, fly tipping is a criminal offence. The removal of fly tipped waste from public land is a statutory duty. The investigation and prevention of flytipping is not currently a statutory duty.
- 2.4 Flytipping is a criminal offence and is punishable in a court of law. On conviction sentencing can include an unlimited fine and a prison sentence. The introduction of Fixed Penalty Notices (FPNs) provided a useful and proportionate alternative to prosecution in small-scale fly tipping incidents. These FPNs provide a quick, visible and effective way of dealing with certain fly tipping cases, avoids taking “smaller” scale offences to the courts, and reduces demands on officers preparing prosecution files. However, each FPN file has to be of such detail initially that should the defendant fail to pay the FPN the case would be prepared for consideration, for prosecution of the original offence. The level set for FPNs is set at £400 with £250 early repayment option.
- 2.5 Keeping our Streets and Public Open Spaces Clear of Fly Tipping
- 2.5.1 **Reactive cleansing** – Cleansing currently has two dedicated fly tipping teams consisting of two Cleansing Operatives per team. The teams receive daily reports of fly tipping incidents via the Contact Centre. Reports are actioned, the waste searched for evidence and then removed from site. The waste is separated and recycled wherever possible. Any evidence retrieved is photographed and forwarded electronically to the Enforcement Team for further action as they see fit. Other Cleansing Operatives are actively encouraged to remove any fly tipping that they encounter during their routine duties. Fly tipping can be reported directly to the Contact Centre on 01792 635600 or by completing the online Fly Tipping reporting form at <https://www.swansea.gov.uk/reportflytipping> Fly tipping located on private land is often referred to Pollution and Private Sector Housing to consider formal intervention against the owner(s)/occupier(s) depending on the nature and extent of the waste.
- 2.5.2 **Proactive monitoring and clearing of hotspots** – Cleansing has a list of known fly tipping hotspots. This list is a ‘live’ document in which sites are removed and new ones added as may be appropriate depending on what the proactive monitoring determines. Any evidence found is actioned as above. Fly tipping hotspots will normally be visited at least once a week as a minimum depending on the individual circumstances presented at any given time.

- 2.5.3 **Proactively discouraging fly tipping** - Cleansing has worked closely in partnership with Keep Wales Tidy (Caru Cymru Project) over the last couple of years. Five fly tipping hotspots were identified and physical measures installed to help discourage fly tipping. Physical measures include permanent signage, mesh signage, boulders, vegetation clearance etc. Early indications are positive and further monitoring is required to compare the fly tipping incident rates before and after the works were completed. It is anticipated that further sites will be rolled out over the coming years.
- 2.6 Swansea Council's Waste Management web site provides information on how to dispose of all waste in the proper manner. It also advises residents on their duty of care in regard to employing 'a person in a van'. We publicise, where appropriate, details of successful prosecutions in the press and on our and Natural Resource Wales websites. We carry out campaigns and initiatives to inform the public on the problems created by fly tipping, for example: - officers attending schools to talk to pupils, fly tipping being included on agendas at meetings of community groups and regular distribution of leaflets on fly tipping. Officers believe this will assist to bring about a change of culture in the long term.
- 2.7 We continue to support the removal of fly tipped waste from private land that is in sight of a public highway and continue to work with private landowners to discourage fly tipping on their land. This could include initiatives such as the installation of a barrier or fencing. There may be a short term cost implication to both us and the landowners. Costs, may be reclaimed by landowners on conviction of fly tipper.
- 2.8 The use of covert CCTV requires Magistrates' court authorisation with definitive criteria to be met. The use of cameras has proved unsustainable in certain areas as cameras are located and stolen or destroyed. Staff availability to view hours of recorded footage is often prohibitive. However, enforcement officers work with Community Safety and where and when cameras are available and fit for purpose, we aim to deploy using current overt CCTV legislation in place.
- 2.9 Swansea Council has the Public Protection and Waste Enforcement Policy and looks to promote good standards of enforcement, and all officers will consider and follow the Code of Practice for Crown Prosecutors, issued by the Crown Prosecution Service, when taking decisions on whether to prosecute. Environmental enforcement activities are essential to protect the environment from those, despite extensive promotional and educational activities, still cause harm to the environment through fly tipping.
- 2.10 Legislation used for dealing with waste:

Environmental Protection Act 1990 (EPA 1990)

- **Section 33** – Prohibition on unauthorised or harmful deposit, treatment or disposal etc. of waste – Flytipping

FPNs for flytipping up to £400.

- **Section 34** – Duty of Care etc. as respects to waste.

Anyone who collects, keeps, transports waste has to have a duty of care.

FPNs can be issued for no duty of care £300 reduced to £180 for early repayment.

- **Section 59** – Powers to require removal of waste unlawfully deposited.

Refers back to section 33 – does not have a licence/exemption to accept or store waste

- **Section 46 – Domestic Waste**

Householder have a duty of care to ensure domestic waste is placed, in the right place, at the right time, on the right day, in the right receptacles for collection.

Statutory notice can be served with 21 days appeal time. Only done after initial education letters sent. Dealt with on individual basis.

After 21 days continuous problems can be dealt with by way of a Fixed penalty Notice (FPN) £100 reduction to £60 under section 47ZA/B

- **Section 47 – Receptacles for commercial or industrial waste (Trade Waste)**

Businesses have a duty of care to ensure their waste does not escape or is interfered with until such day of collection.

Statutory notice can be served with 21 days appeal time. Only done after initial education letters sent. Dealt with on individual basis.

After 21 days continuous problems can be dealt with by way of a Fixed penalty Notice (FPN) £180 reduction to £90 under section 47ZA/B

- **Section 87/88 – Fixed penalty notices for dropping litter**

Fixed penalty Notice (FPN) £100 reduced to £75 if paid within 7 days

- **The Unauthorised Deposit of Waste (Fixed Penalties) (Wales) Regulations 2017**

The provision of issuing FPNs for flytipping for commercial and domestic waste. Duty of Care. Householder Duty of Care yet to be forwarded for adoption Commercial DoC already in place. £300 maximum with reduction to £150 for early repayment.

3. Conclusions

3.1 In the year from April 2021 and March 2022 there were 1628 reported instances of fly tipping, with the vast majority of these being very small scale in nature, such as 2 or 3 bags or an item of furniture.

3.2 The table below shows the Enforcement actions taken in regard to waste issues over the same period

	Statutory Notices issued	FPN issued	Paid	Unpaid/withdrawn
Flytipping EPA 1990 S33	N/A	5	5	0
Duty of Care EPA 1990 S34	N/A	34	33	1
Domestic EPA 1990 S46	154	2	1	1
Commercial EPA 1990 S47	65	5	4	1
Littering EPA 1990 S87/88	N/A	24	19	5
Dog Fouling	N/A	1	1	0
Dog Ban on Beaches	N/A	17	16	1

3.3 As much as possible of fly tipped waste is segregated for recycling, with the remainder being disposed as residual waste.

3.4 The Council is working hard to proactively reduce fly tipping through regular checking of hotspots and the introduction of physical measures such as permanent signage, mesh signage, boulders, and vegetation clearance. Early indications of reductions in fly tipping are very positive.

3.5 Expanding the use of current legislation EPA 1990 section 33ZB to deal with fly tipping via Householder Duty of Care would discourage householders from giving waste to a 'person in a van' without carrying out due diligence, which can result in fly tipping.

3.6 We are also seeking to increase presence in areas of Houses of Multiple Occupancy (HMO) to ensure tradespeople and landlords comply with Duty of Care requirements with a view to reducing flytipping in rear lanes and on the highway.

4. Integrated Assessment Implications

4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

4.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

4.2 A copy of the IIA screening confirms that a full IIA is not required, and can be found as an **appendix** to this report. Summary of Screening:

- **Summary of impacts identified and mitigation needed (Q2)** – Positive outcomes with no mitigation required
- **Summary of involvement (Q3)** - This report covers business as usual activities, so does not require any engagement/consultation
- **WFG considerations (Q4)** – Covered
- **Any risks identified (Q5)** – None
- **Cumulative impact (Q7)** - This report covers business as usual activities, and generally results in a positive outcome for all.

5. Legal implications

5.1 There are no legal implications associated with this report other than those set out in the body of the report.

6. Finance Implications

6.1 There are no financial implications associated with this report other than those set out in the body of the report.

Background papers: None

Appendices:

Appendix A – Examples of Fly Tipping Prevention/Reduction Initiatives

- a) Banners as a Deterrent
- b) Joint Police and Waste Enforcement Operations
- c) Liaison with Waste Collection Crews and residents
- d) Commercial Waste Enforcement

Appendix B – Integrated Impact Assessment Screening

Appendix A

a) Banners as a Deterrent

A fly tipping hot spot at in Gorseinon was on a hard standing that is situated at the junction of a main street and an access lane.

This hard standing has been a hot spot for many years; historically the Council have reacted to the evidence contained within waste when searched prior to recovery. This action would tend to range from Section 46/47 letters through to Fixed Penalty Notices for the relevant offences.

Due to the escalating volume of the fly tipping a decision was made to take a proactive stance on the issue. Every domestic dwelling on adjacent streets were issued Section 46 letters with specific detail on where each property were to present their waste.

Visits were made to all Commercial businesses and Section 47 Notices served on all properties identified as not having any Duty of Care in place.

The owner of the hard standing was identified and permission was given for the council to erect mesh fencing with an educational/enforcement banner attached to warn of potential consequences of fly tipping waste at this location. In May this year the fence was erected.

There has been an immediate change in the behaviours of residents and businesses dealing with their domestic waste. There have been no reports of fly tipping or waste being presented incorrectly since this action was taken.

Whilst it is early days there is positive change in relation to this hot spot, the area continues to be monitored



b) Joint Police and Waste Enforcement Operations

In July 2021 the Enforcement Team received information about an articulated lorry that was fly tipping a large amount of used tyres on private land in the Llansamlet area of Swansea, as a result of this information they contacted the Police at the Roads Policing Unit based at Lakeside Police Station, and we jointly attended the area and conducted a search to deal with the vehicles occupants.

This particular search was negative but the Police carried out a number of enquiries and traced the vehicle a few days later and the enquiry was handed over to Natural Resources Wales.

The Enforcement Team were very keen to promote a partnership with the Police and as a result arranged an operation to target Commercial Vehicles in order to check that the users had a valid Waste Carriers Licence and the Police would check the vehicles for Mechanical Construction and Use compliance and for the drivers documentation compliance.

In September 2021 we carried out the first of these operations, we patrolled the Swansea Council area in a marked Police Vehicle and a plain Council car and stopped a range of Commercial vehicles. On this occasion a total of ten vehicles were stopped and three persons were reported for no Waste Carriers Licence offences, and two persons were reported for mechanical Construction and Use Offences.

The purpose of the operation is to prosecute offenders who are trading without a Waste Carriers Licence, as the unscrupulous persons who do not have a licence will possibly fly tip the waste committing further offences and cause major disruption to the public of Swansea.

This operation also served the purpose of educating the individuals who were dealt with and undoubtedly the message that the prosecutions and stop checks were being carried out has spread to businesses in the Swansea area, therefore preventing other offences from being committed.

We have continued with the partnership and have conducted another two operations.

In November 2021 we stopped a total of eight vehicles, one person was reported for having no Waste Carriers Licence, and the Police also seized a Stolen Transit Van that was full of scrap waste.

In May 2022 we conducted another operation where ten vehicles were stopped throughout Swansea, there were no Waste Carriers offences committed, however the Police dealt with a Road traffic offences.

The fact that no Waste Carriers Offences were discovered during the May operation suggests that our previous efforts are having a positive effect, and we intend to continue this fruitful working partnership well into the future to protect and serve the public of Swansea.

c) Liaison with Waste Collection Crews and residents

A number of Fly Tipping prosecutions have also been conducted, of note was a referral by the Refuse Collection Crew in the Townhill area where they witnessed a local resident dumping 18 black bags of rubbish on the street and subsequently returning to his property a short distance away. The enforcement team then with this evidence were able to prosecute the offender at Swansea Magistrates Court.



Fly tipping investigation took place near the city centre, Swansea where the driver of a flat bed lorry was witnessed unloading and depositing the contents of lorry on the street, he was subsequently traced and issued a FPN for £400 for the offence of fly tipping.



d) Commercial Waste Enforcement

Following enforcement/education has taken place in recent months in the city centre.

10 premises have received Section 47 Notices.

These Notices have been followed up with 9 premises being issued with 1 or 2 Fixed Penalty Notices for either breaching the Notice or failing to comply with their Duty of Care responsibilities.

Commercial areas on the outskirts of the city have also been addressed with 15 premises receiving Notices and 9 of these commercial premises receiving Fixed Penalty Notices for either breaching the Notice or failing to comply with their Duty of Care responsibilities.

Appendix B - Integrated Impact Assessment Screening

Which service area and directorate are you from?

Service Area: Waste, Parks & Cleansing

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Update report for Scrutiny on how Fly Tipping is managed by the Council

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement**
This report covers business as usual activities, so does not require any engagement/consultation

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No
-

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?
 Yes No If yes, please provide details below

Q7 Will this initiative result in any changes needed to the external or internal website?
 Yes No If yes, please provide details below

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

This report covers business as usual activities, and generally results in a positive outcome for all.

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)** – Positive outcomes with no mitigation required
- **Summary of involvement (Q3)** - This report covers business as usual activities, so does not require any engagement/consultation
- **WFG considerations (Q4)** - Covered
- **Any risks identified (Q5)** – None
- **Cumulative impact (Q7)** - This report covers business as usual activities, and generally results in a positive outcome for all.

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Jeremy Davies
Job title: Group Leader Parks & Cleansing
Date: 1.9.22
Approval by Head of Service:
Name: Chris Howell
Position: Head of Waste, Parks & Cleansing
Date: 1.9.22



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

cc: Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

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SPC/2021-22/4

14 October 2021

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 14 September 2021. It is about Litter and Community Cleansing. A response is required by 4 November.

Dear Councillor Thomas,

Scrutiny Programme Committee – 14 September

We are writing to you following our Scrutiny session, which focused on a specific aspect of your wide-ranging cabinet portfolio, namely Litter and Community Cleansing.

We wanted to gain a greater understanding of what this meant in terms of specific responsibilities, your priorities, resources, performance measures, key headlines / achievements against objectives, and overall assessment (including how we compare with others, challenges / risks) and impact / difference made.

We thank you and officers for attending the meeting and providing a written report on these responsibilities and the Council's work. The Committee asked questions in order to explore this work and provide challenge on actions and performance, as well as future thinking.

This letter reflects on what we learnt from the information presented, questions, and discussion. It shares the views of the Committee, and highlights any outstanding issues / actions for your response - main issues summarised below.

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

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

Litter and Community Cleansing

You highlighted the impact of the pandemic on the service and staff involved in litter and community cleansing, dealing with unprecedented amounts of litter and restrictions such as limits on the number of staff members who could travel together in a vehicle. We noted that the service was still playing an element of catch up and extra staff have been employed to deal with the issues and improve the service. The Committee joined you in thanking all staff for their continued work and efforts during such a challenging period. We also recognised the efforts of individual councillors helping to tackle litter in their wards. Specific aspects to our discussion noted below.

Performance & Trends

The Committee was interested in the LEAMS (Local Environmental Audit & Management System) survey, its role in measuring performance and how it was used to inform improvement.

We understood that it was a monitoring method used across Wales for Councils to grade the cleanliness of their streets but was independently checked and verified by Keep Wales Tidy. It therefore enabled comparison with other Welsh Councils. The pandemic meant the most recent survey results were from 2018/19 and the figures in your report indicated Swansea ranked very well with comparable authorities, with 96.4% of streets graded B or above which meant they were predominantly free of litter and refuse. We noted the survey could only provide a 'snapshot' of the situation and remarked at the difficulty in measuring performance and reliance on the survey, particularly as councillors commonly received complaints about litter.

You undertook to provide the Committee with more information in writing about the LEAMS survey that would help us to better understand this work and its use.

Councillors' Community Budgets

The Committee queried the use of Councillor Community Budgets in certain wards for additional cleaning services, and what impact this had on overall service delivery across other Council areas perhaps not able to do the same. You assured the Committee that any services being paid for from community budgets were for additional work over and above the standard cleaning regime delivered by the Council across the City and County, and did not reduce the level of service provision in other areas.

We noted that Castle and Morriston were amongst the areas where some of the community budget was being utilised for additional cleansing operatives. We remarked on the ability of multi-councillor wards to pool resources to enable such use but you stated that there was no reason why councillors in different wards could not collaborate in order to afford additional cleaning. You

stated that the department would consider any requests from councillors if they were interested in enhanced cleaning in their area. It was explained to the Committee that there was otherwise no specific difference in the provision of cleaning services across Swansea. In relation to service response to litter and community cleansing issues we were told the service aimed to deal with urgent requests within 1 day and standard requests within 5 days, and that these targets were being met.

The Committee would appreciate further information about the opportunities for additional cleansing and costs, as other councillors may be interested who may not be aware that community budgets could be used in this way.

Litter and Waste Enforcement

You emphasised the fact that the level of enforcement or amount of prosecutions does not tell the whole story in terms of efforts to engage with people and challenge them on their actions. The approach was one of education, engagement and enforcement, and significant work on engagement has been done in 'hot spot' areas. Warning would be given in the first instance but fines would be issued where necessary or other action (including court proceedings) taken depending on the severity of the offence or repeat offending. We noted the difficulties around enforcement when having to catch people in the act, but we welcomed news that more officers have been trained to become authorised to issue Fixed Penalty Notices to anyone they witness dropping litter or failing to pick up their dog's waste.

We asked about resources to tackle fly tipping and how we compared with neighbouring Councils, particularly Carmarthenshire, with regard to fines / prosecutions, and how we were dealing with repeat offenders of fly tipping and unlicensed waste carriers. You felt that direct comparisons with other Councils was difficult as different Councils had different approaches to litter and waste, and some Councils may well focus more of their resources on enforcement.

We noted that the 'Don't be a Tosser' campaign against litter has got people's attention, but the Committee suggested that you consider even more public messaging to deter people from littering to show how serious the Council is about litter. For example being proactive with notices / warnings on the side of Council vehicles and stories in the media about the work the Council does, and penalties. You talked about the efforts being made to tackle fly tipping including a recent joint operation with South Wales Police the results of which were due to be publicised shortly, that should send a strong message out to would-be fly tippers.

Litter & Drainage

We were pleased to hear that clearing tops of drain covers was being incorporated into routine street cleansing rounds. The removal of surface leaves and detritus would help to keep drains functioning but also free up the gully teams to focus on blocked drains, rather than what might appear to be blocked drains. We noted the outcome of a significant service review over the last year that meant cleansing operatives are expected to be proactive and deal with everything they see and can clear, or otherwise report issues to other specialist teams. We also welcomed the ongoing introduction of digital solutions to link up information across services, e.g. so that operatives are able to distinguish fly-tipping from organised bulky waste collections, etc. and therefore better placed to identify waste and take action where necessary.

Litter and its impact on the Natural Environment and Biodiversity

The Committee was pleased to see reference in your report to the Council's Corporate Priority on 'Maintaining And Enhancing Swansea's Natural Resources and Biodiversity', and recognition that tackling and reducing litter has a direct impact on the enhancement and growth of plant and animal species. We asked to what extent beach litter is considered, especially in relation to its effects on wildlife, and how we are making the public aware of the impact on the environment of their littering.

You told us that there are high levels of beach litter picking especially during the summer season, with additional resources deployed during the last 2 summers during the pandemic with extra visitors and numerous parties on beaches. In addition to Council operations, we noted the contribution made by volunteer litter pickers and groups in ensuring our beaches are clean and safe for all.

We heard that there has been no specific local PR activity about litter and wildlife but you referred to national and local media reporting on things like plastic sea pollution that has helped to educate people and change behaviour. However, you agreed to look at what the Council could do, such as signs on the beach or photographic displays, to alert people to the impact of litter on wildlife reinforcing existing messages about personal responsibility and people taking their litter home, etc. We were concerned to see greater efforts in public awareness raising as people may not realise the consequences of their actions regarding litter and its impact on nature and biodiversity. There was also some discussion on the possibility of litter picking at an earlier time so the beaches were clean for the early morning swimmers, and creating a better impression for early visitors.

Neighbourhood Environment Action Team (NEAT)

We asked for an update on the Neighbourhood Environmental Action Team and resumption of this popular service. You informed us that although everyone was keen to see a re-start of this successful project there was no plan to do so at present, in the midst of the pandemic, until Social Services could confirm it was possible and safe for the Teams to do so. The Cleansing Service Area had to be mindful of the vulnerable nature and needs of the people involved, their safety and ability to work alongside employees at a time of restrictions and health concerns, and risks, so it remained a challenge to resume this activity.

Your Response

We hope that you find the contents of this letter useful and would welcome comments on any of the issues raised within. We would be grateful, however, if you could specifically consider and respond on the following:

- Provide more information about the LEAMS survey that would help the Committee to better understand this work and its use.
- Provide further information about the opportunities for additional cleansing and associated costs, which could be paid for from Councillor Community Budgets.
- Give consideration to ways in which even more public messaging can be put out to deter people from littering to show how serious the Council is about litter.
- Look at what the Council could do to alert people to the impact of litter on wildlife.

Please provide your response to this and any other comments about our letter by 4 November. We will then publish both letters in the agenda of the next available Committee meeting.

Yours sincerely,



COUNCILLOR PETER BLACK

Chair, Scrutiny Programme Committee

✉ cllr.peter.black@swansea.gov.uk

Councillor Black
Scrutiny Programme Committee (Chair)

(By Email)

Please ask for: Councillor Mark Thomas

Direct Line: 01792 63 6926

E-Mail: cllr.mark.thomas@swansea.gov.uk

Our Ref: MT/JG

Your Ref:

Date: 21 October 2021

Dear Cllr. Black,

Re: Scrutiny Letter to Cabinet Member dated 14 Oct 2021 (SPC 14 Sep) - Litter & Community Cleansing

Thank you for your letter following the Scrutiny Programme Committee on 14 September 2021 in respect of 'Litter and Community Cleansing'. I am pleased to note that the Committee recognises the important role that the Cleansing Service plays in keeping our streets clean and clear of litter and refuse so far as is practicable. I also welcome your comments and thanks directed to the Teams for continuing to maintain a high level of service throughout the ongoing pandemic under challenging and often difficult circumstances.

In answer to the additional questions raised, I would make the following comments:

1. Local Environment and Management System (LEAMS)

LEAMS surveys provide a 'snapshot' of litter and other local environmental quality issues across Wales and allows Keep Wales Tidy to track trends over time. In 2018-19, Keep Wales Tidy independently surveyed a total of 3,216 streets across Wales. During the survey the quality of the local environment was measured by recording the:

- Street cleanliness grade based on how much litter and dog fouling is present (the current methodology can be found as attached).
- Types and sources of litter present;
- Amount of graffiti, vandalism, fly-posting, dog fouling, weeds, detritus and chewing gum staining visible;

The surveys provide independent data for:

- Data Unit Wales for Public Accountability Measure for Clean Streets (PAM/010: percentage of streets that are clean);
- The Welsh Government for use by the Ministers and other policy makers in the National Assembly for Wales;

- The 22 Welsh Local Authorities on the local environmental quality issues within each of their areas;
- Other organisations with an interest in local environmental quality.

The information is taken from the surveys undertaken in each local authority in Wales. The surveys cover a 6% sample of streets, selected at random from a full list of adopted highways provided by the relevant local authority. LEAMS surveys do not extend to parks, green spaces, beaches or busy roads and motorways.

Keep Wales Tidy calculates the following independent national figures:

- A Cleanliness Indicator (see attached calculation methodology);
- The average percentage of streets graded B and above (which contributes towards the Public Accountability Measure PAM/10: percentage of streets that are clean).

These scores have also been calculated for each Local Authority using the information from our surveys. Each Local Authority will undertake their own surveys using the same methodology and the combined data provides the result for the PAM/10. The LEAMS can be seen as a measure of the four E's: Effective cleansing, the use of Enforcement powers and actions to Educate and Engage with communities to prevent issues which negatively impact on the quality of the local environment.

2. Councillors' Community Budgets

Local Authorities have a duty to keep their land clean and free from litter and refuse **so far as is practicable**. The amount of resource allocated to the Cleansing Service generally correlates to the level of service that can be provided. The Cleansing Service routinely prioritises and targets its available resource to key/prestige areas (e.g. City Centre) and those of greatest need.

An additional/enhanced Cleansing resource above and beyond our statutory minimum requirement can be provided by use of funding provided by Community Budgets. However, for the reasons of staff availability and general administration, it is only practicably possible to employ a Full Time Equivalent (FTE) for 37 hours per week as a minimum. Such a position can be funded by a single ward with multiple Cllrs clubbing together or alternatively by Cllrs funding and sharing the FTE between wards (e.g. two days in one ward, three days in another).

The current cost of employing an equivalent Grade 4 Cleansing Operative is approximately £40k per annum which includes on-costs, vehicle hire, fuel etc. and administration costs etc.

Cllrs should carefully consider if they require an enhanced service at this time, particularly in cases where their area may already receive adequate resource. Additionally, there is also some limited scope to carry out project-type work on a scheduled ad-hoc basis.

3. Public messaging by the Council to deter people from littering

The Cleansing Service concurs with the Committee in 'banging the drum' to reinforce the underlying message that it is not acceptable to drop litter. Ultimately it is the

responsibility of the individual to dispose of their own litter. Cleansing is fully supportive of national anti-littering campaigns by Keep Wales Tidy et al (e.g. annual Spring Clean Cymru and Marine Beach Clean litter picks etc.) and these are normally highlighted prior to the event. Local initiatives such as the 'Don't be a Tosser' and 'Dispose of your BBQ Responsibly' have been supported with associated signage and media articles. There is always more that can be done and Cleansing will continue to explore any opportunities that arise with the Comms Department to which we have good links. For example, we intend to reinforce the message that it is acceptable for dog owners' to dispose of their dog waste (this does not include dog waste generated at home) in litter bins as well as dog bins. Appropriate signage to this effect can already be seen on many of our litter bins. The Committee's suggestion of placing informative signage on vehicles is something that could potentially be explored further.

4. Alerting people to the impact of litter on wildlife

This is related to item 3 above. Many people are aware through national and local media of the various effects that litter can have on wildlife from consumption of larger items by livestock etc. to the breakdown and accumulation of microplastics in our oceans that are then ingested by marine animals. Waste, recycling and sustainability are in general covered by the school curriculum in Wales to ensure that children and young adults are made aware of the impact that waste/litter and their actions as individuals can have on the environment as a whole. This should bode well for the future but Cleansing will continue to explore any opportunities that arise within the Council and/or in conjunction with our many partners as appropriate.

I trust this answers the issues raised

Regards



Y Cynghorydd / Councillor Mark Thomas
Aelod Y Cabinet Dros Gwella'r Amgylchedd a Rheoli Isadeiledd/
Cabinet Member for Environment Enhancement & Infrastructure Management

Local Environmental Audit and Management System (LEAMS) Methodology

The methodology for the LEAMS surveys reflects the Code of Practice for Litter and Refuse and Associated Guidance (COPLAR) 2007, which relates to Part IV of the Environmental Protection Act (EPA) 1990.

Each survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. LEAMS assesses the quality of the local environment through a visual survey of a 50m length of one side of a street (known as a transect) which includes the pavement and some gutter, by recording the below information.

Overall Cleanliness Grade

This is based on how much litter and dog fouling is present.

A Grade <ul style="list-style-type: none">• No litter or refuse	B+ Grade <ul style="list-style-type: none">• No more than 3 small items of litter	B Grade <ul style="list-style-type: none">• Predominantly free of litter and refuse apart from some small items	C Grade <ul style="list-style-type: none">• Widespread distribution of litter and/or refuse with minor accumulations	D Grade <ul style="list-style-type: none">• Heavily affected by litter and/or refuse with significant accumulations
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a) The Cleanliness Indicator (CI)

The CI is calculated from the street cleanliness grades (A-D) and ranges from 0 to 100. Each grade carries a weighting.

$$CI = \frac{\text{Actual Score}}{\text{Maximum Score}} \times 100$$

Example of calculating the CI using a sample of 30 streets:

	Number of Streets Awarded that Grade	Weighting	Score
Grade A	2	3	6
Grade B+	3	2.5	7.5
Grade B	22	2	44
Grade C	2	1	2
Grade D	1	0	0
Totals	30		59.5

Maximum Score: 30 (total number of streets) x 3 (grade A weighting) = 90

$$CI = \frac{59.5}{90} \times 100 = 66.1$$

If all streets are awarded a B grade (an acceptable level of cleanliness) the CI is 66.7.

b) The % of B grade streets and above

Keep Wales Tidy's independent data for each local authority on the % of B grade streets and above is combined with the figures from surveys undertaken by local authorities to calculate the Streetscene Performance Indicator.

Appendix 4 - CABINET PORTFOLIOS (July 2022)

Economy, Finance & Strategy (Leader) (Cllr Rob Stewart)	Service Transformation (Cllr Andrea Lewis (Deputy Leader)	Corporate Services & Performance (Cllr David Hopkins) (Deputy Leader)	Education & Learning (Cllr Robert Smith)	Care Services (Cllr Louise Gibbard)
<ul style="list-style-type: none"> • Recovery Plan • Capital Programme • City Centre Strategic Redevelopment • City Deal • Communications • Community Leadership • Constitutional Changes • Finance Strategy, Budget & Saving Delivery • Financial Services • Legal Services • Local and Regional Investment Strategy • Planning Policy (Regional) • Poverty Reduction corporate lead • Public Service Board (PSB) • Major Projects • Regional Working Lead (All Bodies) • Strategic Partnerships • Risk & Resilience Management • Corporate Joint Committee (CJC) - Chair • Swansea Bay City Region Joint Committee - Chair • Welsh Local Government Association (WLGA) – Deputy Leader • WLGA Lead on Economy & Inward investment, Europe & Energy • WLGA representative to LGA 	<p>Strategic Transformation</p> <ul style="list-style-type: none"> • Post covid service stabilisation & transformation • Corporate ICT & Digital Transformation • Contact centre • Public Service Board (PSB) Leader’s Representative • Homes as Power Stations (City Deal) • APSE (Association for Public Service Excellence) • Climate change action plan <p>Housing</p> <ul style="list-style-type: none"> • Welsh Housing Quality Standard (WHQS) Programme • Building Services • Housing Adaptations & Renewal Schemes • Housing Policy, Affordable Housing and Housing Options • More Homes Delivery • Penderry redevelopment board • Climate & nature recovery board chair • Sheltered Housing • Co-operative Housing • Homelessness • Housing support grant • Council House Management & Repairs • Lettings policy & Tenancy Enforcement <p>Transport</p> <ul style="list-style-type: none"> • Fleet Renewal & Maintenance inc Green fleet strategy • CJC (Corporate Joint Committee) representative for regional Energy • Green Vehicle Adoption 	<ul style="list-style-type: none"> • Corporate Delivery of Priorities • Performance monitoring • Commercial Services, Procurement & Frameworks • Food sustainability • Human Resources • Mayoral & Civic Functions • Member Development • Outside Bodies participation oversight • Council Champions • Petitions • Scrutiny liaison • Democratic Services • Health & Safety • Planning Policy • Biodiversity • Landlord Licensing • Houses of Multiple Occupation (HMO) • Licensing Policy • Building Control • Public Protection • Environmental Health • Trading Standards • Strategic Estates & Property Management • Trade Union Engagement and JCC (Joint Consultative Committee) • Agile Rollout Programme Lead • Western Gateway Leader’s Representative • Audit 	<ul style="list-style-type: none"> • 21st Century Schools Programme inc. School Building Upgrade • Apprenticeships • Catchment Review • Education Services from 3 to 19 • Further Education • Inclusion & Learner Support • NEETS (Not in Education, Employment, or Training) Prevention & vocational opportunities • Quality in Education (QEd) Programme • Readiness for Work • UNCRC (United Nations Convention on the Rights of the Child) • Regional Workforce Planning & Skills Development • School Improvement • Schools Estate Planning & Resources Planning • Schools’ Organisation & Performance • Flying start (schools settings & transitions) • Partneriaith (regional working) Leaders Representative • City of Learning (COL) - Member of UNESCO COL (United Nations Educational, Scientific and Cultural Organization) Steering Group (Cllr EK to support) • Corporate parenting Board member • Skills & Talent Project (City Deal) 	<ul style="list-style-type: none"> • Adult Social Services Modernisation • Strategic Health & Social Care Collaboration Opportunities • Mental Health including CAHMS • Assessment / Care Management • Elderly Care • Supporting People • Joint Equipment • Learning Disability • Local Area Coordination (support) • Physical & Sensory Impairments • Safeguarding lead • Wellbeing lead • Preventing Violence against Women, Domestic Abuse & Sexual Violence (Support) • Child & Family Services • Children & communities grant • Continuum of Care • Regional Adoption Service • Safe Looking After Children (LAC) Reduction Strategy • YOS (Youth Offending Service) • Leaders Representative on West Glamorgan RPB • Corporate Parenting chair • UNCRC (support) (United Nations Convention on the Rights of the Child) • Human Rights city accreditation

Appendix 4 - CABINET PORTFOLIOS (July 2022)

Wellbeing (Cllr Alyson Pugh)	Environment & Infrastructure (Cllr Andrew Stevens)	Investment Regeneration &Tourism (Cllr Robert Francis-Davies)	Equalities & Culture (Cllr Elliott King)	Community (Services: Cllr Cyril Anderson & Support: Cllr Hayley Gwilliam)
<ul style="list-style-type: none"> • Poverty Reduction • 3rd Sector Services • Drugs and substance misuse reduction • Sexual exploitation reduction • Preventing Violence against Women, Domestic Abuse & Sexual Violence • Flying start (all settings) • UNCRC (support) (United Nations Convention on the Rights of the Child) • Refugees & Asylum • Community Cohesion • Life long learning support • Vulnerable people support • Community Safety • NEEs (Not in Education, Employment or Training) • Employability • Financial Inclusion • Prevention and intervention initiatives • Swansea Working • Welfare Reform • Welfare Rights • Public Space protection orders • Safer Swansea Partnership member • Public Service Board Representative • RPB (Regional Partnership Board) representative • CCTV operation 	<ul style="list-style-type: none"> • Highways maintenance & improvements • Infrastructure repairs & Maintenance • Pothole Task Force • Patch services Parking Policy, Control and Enforcement • Road safety • Operational Public Transport Services • Coastal Defences • Flood prevention • Marina, Foreshore & Beach Maintenance • Active travel & cycleways • Estates Maintenance Management (Non HRA (Housing Revenue Account)) • Members Community Budget Scheme delivery • Play upgrade programme delivery (in collaboration with IRT) • Green infrastructure • Corporate & Community digital connectivity (inc hybrid facilities, free community WiFi & next gen CCTV technical delivery) • Rural development • Rural economy including sustainable farming • Leaders' representative for regional collaborations for Transport, and Waste 	<ul style="list-style-type: none"> • Business & City Promotion • City Centre Management • City Projects delivery • Future Development Opportunities • Inward Investment Opportunities • Suburban Centres & Community Regeneration Initiatives • New Local & Regional Business Opportunities • Economic recovery local business grant delivery • River Corridor Development • Events and attractions • Tourism • Purple Flag • Destination Management & Marketing • Parks investment, maintenance and usage • Play investment (links to play sufficiency) • ERF (Economic Resilience Funds) grants for play enhancement lead • Sports Facilities development and maintenance • Universities Collaboration (Development) • Business engagement • Western Gateway Leader's Representative 	<ul style="list-style-type: none"> • Equalities • Access to Services • Diversity • Age Friendly City • Inclusion • Recognition • Creative City • The Arts • Galleries & Museums • Floating exhibits • Street Art • Healthy City Partnership • Healthy Night Life • Heritage protection and restoration • Libraries • Archives • Community Centres • Community hubs • Veterans support fund • Science City 	<p>Services (Cllr Cyril Anderson):</p> <ul style="list-style-type: none"> • Community Caretakers • Grass Cutting Services • Weed control • Tree services • Wildflower planting • Fly Tipping • Litter & Community Cleansing • Street scene improvements • Local Waste Management services • Recycling • Community operatives (new) • Regreening in communities • Bin services • Public Toilets • Community Growing (inc. Allotments) <p>Support (Cllr Hayley Gwilliam):</p> <ul style="list-style-type: none"> • Live well Age well • Mental Health awareness • Community Groups, Engagement & Development • Community Support Services • LAC (Local Area Coordinators) Services in Communities • Co-production champion • Neighbourhood Working • Early years • Corporate parenting board member • Promoting Youth Inclusion & Youth Citizenships • Youth Services • Opportunities for play • Play sufficiency • Community based events • Community safety • Community Wellbeing • Digital inclusion • Local policing • Dementia Champion

Agenda Item 7



Joint Report of the Cabinet Member for Care Services and Director of Social Services

Scrutiny Programme Committee – 15 November 2022

Annual Report – Corporate Safeguarding 2021-22

Purpose:	This is the latest annual report on the Council's corporate safeguarding arrangements. This report summarises the work programme of the Corporate Safeguarding Group during 2021/22 and improvements carried out in support of the Council's corporate safeguarding policy.
Content:	The Cabinet Member for Care Services and Director of Social Services will attend to present the report, to respond to questions about the report and in follow up to the letter sent by the Chair of Scrutiny Programme Committee to the Cabinet Member for Adult Social Care & Community Health Services, following last year's report dated 24 November 2021 https://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=188&MId=9540&Ver=4&LLL=0
Councillors are being asked to:	Consider the information provided, ask questions, and make comments and recommendations as necessary.
Lead Councillor/ Member:	Cllr Louise Gibbard, Cabinet Member for Care Services
Lead Officer:	David Howes, Statutory Director of Social Services
Report Author:	Simon Jones - Social Services Strategy & Performance Improvement Officer
Finance Officer:	Chris Davies
Legal Officer:	Tracey Meredith
Access to Services Officer:	Catherine Window
For Information	

1. Background

- 1.1 This latest Annual Report - Corporate Safeguarding 2021/22 (attached as **Appendix A**) aims to update the Scrutiny Programme Committee on the work programme to implement safeguarding across the whole Council during the past year. The Annual report was prepared by the Corporate Safeguarding Group, on behalf of the lead Cabinet Member and the Director of Social Services.
- 1.2 Swansea Council's Corporate Safeguarding Group was first set up in 2014 to lead on development and of corporate safeguarding policy, monitoring of policy implementation.
- 1.3 The Annual Report focuses seven key areas of activity:
 - Safe Governance,
 - Safe Employment,
 - Safe Workforce,
 - Safe Practice,
 - Safe Partnerships,
 - Safe Voice,
 - all contributing to Safe Performance
- 1.4 The attached report also identifies work for the year ahead. It is a routine report to the Scrutiny Programme Committee for awareness and comment on progress, achievements and implementation of policy.
- 1.5 At the Scrutiny Programme Committee held on 19th October 2021 Cabinet Member Mark Child and the Director of Social Services, David Howes were questioned on the previous report and a letter was sent in response. The latest report covers many of the same area as the Chair's letter.

2. Latest Developments

- The main report contains detail about the broad range of safeguarding activities undertaken within and on behalf of the Council, in support of the corporate priority and safeguarding policy. This section outlines some of the key developments in the report covering the past year 2021/22.
- 2.1 **Covid response** – Swansea Council and the West Glamorgan Regional Partnership has overseen a coordinated, regional response to the Covid-19 crisis over the past two and a half years. During this time resources have been deployed quickly to meet local need, service have transformed themselves and new ways of working have been discovered. Director of Social Services has provided regular weekly briefings to staff during this challenging period, and services are still being challenged by the impact of the crisis, particularly in relation to demand and workforce pressures.

- 2.2 **Corporate Safeguarding policy** – Swansea Council’s recently updated policy has a greater focus on prevention and duty to report placed on all public service officers. The policy aims to make sure our work covers the full extent of potential, contextual safeguarding risks and concerns posed to vulnerable people, such as child sexual exploitation, modern slavery, radicalisation, etc. Reflected in the new corporate safeguarding policy are the key elements needed to ensure safeguarding remains "everyone’s business”.
- 2.3 **Internal Audit report on Corporate Safeguarding 2022/23** - our own internal audit team has recently carried out a recent review of the Council’s Corporate Safeguarding 2022/23, and their final report has just been published September 2022). The overall assurance given within the scope of the review is ‘High’.
- 2.4 **Estyn review** - recent finding- from Estyn’s Inspection report on Education in Swansea (June 2022) endorses the Council’s approach to corporate safeguarding, noting strong leadership, a positive culture and collaboration between service areas.
- 2.5 **Corporate Safeguarding Working Group** – named safeguarding lead are working closely together to drive improvements in all seven of the key areas, and reporting progress to the Corporate Safeguarding group chaired by the Cabinet Member for Care Services and Director of Social Services
- 2.6 **Self-Assessment exercise / work programme**
Swansea Council’s Corporate Safeguarding group requested that the section 135 audit, now called a self-assessment, be carried out this year to provide assurances that arrangements are robust in all the Council’s main service areas, and to identify any additional improvements needed. This latest self-assessment used a regional tool with a clear set of standards for corporate safeguarding, which was adapted by Safeguarding Leads to better reflect the ‘Swansea model’ and seven key areas as shown above. The tool was completed by **15** service areas (last year = 8).

3. Issues arising from previous year

- 3.1 **Mandatory Training Compliance** – work is still underway in the development of management information to evidence compliance to achieve mandatory training standards across all service areas, in relation to: employees / elected member completion of mandatory safeguarding awareness training, and violence against women, sexual violence and domestic abuse training. Delayed implementation of the new Cloud based ERP system (Oracle Fusion) has held up support for real-time reporting of staff training records and employee data checks.

- 3.2 **Disclosure and Barring Service (DBS)** - Swansea Council must ensure DBS checks are undertaken for all roles that have identified as needing one. The DBS Policy has recently been reviewed and updated and is awaiting final agreement. Alongside policy development, work is underway reviewing the procedure guide and letters for Managers/Schools. Work in this area is carried out within the Council by a dedicated service centre, to assist Council managers, School Governors, Head teachers in making safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children.
- 3.3 **Contracting and Procurement** – the Chair’s letter noted that corporate safeguarding extends to how we work with suppliers and contractors to ensure safety of vulnerable children and adults. We expect that all staff employed by suppliers and contractors carrying out work on the Council’s behalf are fully aware of their broader responsibilities and duties. When required that checks are carried out, and staff are given safeguarding awareness training. We carry out a suitability questionnaire to ensure that all expectations, in relation to safeguarding, are fully understood. As the letter notes, there are different levels of conditions and monitoring, depending on the nature of services contracted
- 3.4 **Safeguarding Leadership** – to ensure leadership full coverage of corporate safeguarding arrangement and activities including communication, mandatory checks, safeguarding representation and the self-assessment exercise extends across all council services, in accordance with the updated policy.

4. Work Programme for year ahead

- 4.1 The work programme across the seven areas is focused on tackling the above (section 3: issues), as on-going challenges. The new Corporate Safeguarding Working Group has been set up to ensure that the work programme keeps moving forward and operates within timescales, where possible.
- 4.2 In addition, there is work on promoting collaborative practice at the front door, within frontline teams and across all Council services. This work contributes to ‘Safe Voice’ aims of placing the adult/child firmly at the centre of their concern, and engaged with decisions in their own best interests, whether directly or through advocacy.
- 4.3 A Management Action Plan has been also set out to meet recommendations from the two recent Internal Audit (see Main Report: Appendix 2)

5. Integrated Assessment Implications

- 5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 5.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 An Integrated Impact Assessment Screening Form has been completed (**Appendix B**), with the agreed outcomes as follows:
- Summary of Impacts (Q2) Impacts are positive and low on specific groups due to the nature and purpose of the report as explained above.
 - Summary of involvement (Q3) Swansea Council works closely with Swansea Bay University Health Board, Third Sector organisations, Social Care providers and the West Glamorgan Regional Partnership Boards. The Councils also works co-productively on what matters most to people, how services are developed and within commissioning plans. This collaborative, co-productive approach and the involvement of others has been involved in his report.
 - WFG considerations (Q4) Well-being of Future Generation forms part of the overall plan and as part of the corporate plan and Council's

transformation programmes, which are working towards safe, sustainable approaches to corporate safeguarding. Health, social care and wellbeing is a significant part of the local and regional economy of Swansea, and the report focused on the range of services and other organisations which form part of this economy. A skilled, qualified public sector workforce is vital to improving wellbeing outcomes for vulnerable people. The report shows how we are looking to the future by ensuring that we are well placed to recruit, retain and better support employees in their professional development, in their duty to report on safeguarding concerns, and how we can help them be the best that they can be in their work with Swansea citizens.

- Any risks identified (Q5) The work programmes referred to within this report is risk managed closely. Any risks identified within one or all of the Council services, are agreed, mitigated and checked as routine at service, directorate and corporate levels, for example through monthly Social Services Performance and Financial Monitoring meeting and the Corporate Safeguarding group. Risks are then escalated accordingly through to appropriate corporate and political structures. Some of the wider impacts for example those emerging during the Covid pandemic, and their associated risks have been, and will continue to be, managed through the regional partnership structures.
- Cumulative impact (Q7) There is a positive impact on the wellbeing of Swansea citizens through corporate safeguarding of our most vulnerable people, including children, and the benefits this brings to the local area, economy and workforce.

The screening exercise concluded it is not necessary to complete a full Integrated Impact Assessment on this report.

- 5.5 The annual report of corporate safeguarding sets out progress towards the Council's corporate objective on safeguarding people from harm, as described in the Corporate Plan 2022-23, as required by the Well-being of Future Generations (Wales) Act 2015 and associated statutory guidance.
- 5.6 The Annual Report takes into account the United Nation Convention on the Rights of the Child (UNCRC) by outlining how Swansea Council is committed to taking forward these rights forward through the Children and Young People Strategic Partnership Board, and action plan.
- 5.7 The Council's approach to corporate safeguarding, and practice across all functions and services, must comply with Welsh Language Standards.

6. Legal Implications

- 6.1 There are no legal implications.

7. Financial Implications

7.1 There are no financial implications.

For Information

Background papers:

None

Appendices:

Appendix A. Annual Report – Corporate Safeguarding 2021/22

Appendix B. Integrated Impact Assessment screening



Appendix A Annual Report – Corporate Safeguarding 2021/22

Report of the Director of Social Services & Cabinet Member – Care Services on behalf of the Corporate Safeguarding Group

1. Introduction

- 1.1 **Purpose** - this annual report aims to update Scrutiny Programme Committee on the work undertaken in relation to corporate arrangements for Safeguarding across the whole Council, during the year 2021/22.
- 1.2 **Corporate Safeguarding** - Swansea Council expects that vulnerable people in Swansea are kept safe and protected from abuse and neglect. Safeguarding vulnerable adults and children is both a corporate priority, and well-being strategic outcome within the Corporate Plan (2022-23). This is now widely understood as “everyone’s business”, by our leaders and elected members and our workforce, partner organisations and the individuals who are carrying out work on behalf of the Council,
- 1.3 **Corporate arrangements**- - by implementing a corporate wide approach to safeguarding vulnerable people the Council has to ensure there are clear lines of responsibility and accountability in all service areas of the Council, and that we are involving representatives of partner organisations in this work. We have a public duty to ‘Spot it, Report it!’, and the arrangements are ensuring everyone is clear about how we work together in response to shared concerns
- 1.4 **Safeguarding our most vulnerable people** – The Council, and Social Services and Education, in particular, have faced some major challenges the past two years through the Covid-19 pandemic, and now more recently the cost-of-living crisis.
- 1.5 **Director Of Social Services Annual Report 2021/22**
As a statutory requirement, the Council must have the opportunity to consider the Director of Social Services Annual Report. The latest report contains summary information about activity performance and service developments
[09 2 of 3 - Appendix A.DirectorofSocialServicesAnnualReport2021-22 \(swansea.gov.uk\)](#)

- 1.6 **Corporate Safeguarding Policy** – Swansea Council’s recently updated policy has a greater focus on prevention and duty to report placed on all public service officers. The policy aims to make sure our work covers the full extent of potential, contextual safeguarding risks and concerns posed to vulnerable people, such as child sexual exploitation, modern slavery, radicalisation, etc. Reflected in the new corporate safeguarding policy are the key elements needed to ensure **safeguarding remains "everyone’s business"**. [Corporate Safeguarding Policy - Swansea](#)
- 1.7 **Wales Safeguarding procedures** – Swansea’s corporate safeguarding arrangements and procedures are based on the revised national guidance (Sept. 2020). Our Swansea model approach is set towards driving continuous improvement in key policy areas. Named safeguarding officers from all service areas of the Council are trained and come together regularly to share learning from their experiences in carrying out this work, overseen by the Corporate Safeguarding group: <https://safeguarding.wales/>
- 1.8 **Swansea Council’s model for effective safeguarding arrangements** effectively covers **7 key areas** of activity (Fig. 1), and these are managed within a work programme, with leads reporting into the Corporate Safeguarding group. This annual report picks up highlights from these reports, whilst placing what we do in the wider context of the work of the Council and across the range of services we provide based on the annual review of performance, particularly in the steps taken towards achieving the corporate priority of safeguarding vulnerable people.



Figure 1 Swansea Model

“Doing nothing is not an option – Spot it, Report it!”

- 1.9 **Safeguarding as Everyone’s Business** - Our corporate safeguarding policy continues to promote “a “Safeguarding as everyone’s business” approach, and this applies to:
- our employees
 - elected members
 - volunteers
 - contractors (specific conditions may also apply within contracts)

The Social Services and Wellbeing (Wales) Act 2014 was implemented in April 2016. This Act and recently revised guidance has brought about changes in safeguarding arrangements, in particular the introduction of a 'Duty to Report', placed on all Council staff, and this wider public responsibility is reflected in corporate safeguarding policy, accompanied by new, revised mandatory training programme. Clearly to address the new statutory requirements, and the wider range of safeguarding issues and concerns now present in our communities, it is necessary to ensure that the whole workforce, elected members, volunteers and partners are each informed and made aware of their public duty, and what is expected of us

- 1.10 **Self-Assessment (section 135 Audit)**-. Only by working together as a whole Council, we can ensure that all our activities and services are carried out by elected representatives, paid staff, partners, volunteers and providers who are all fully up to date and aware of their safeguarding roles and responsibilities to help protect our most vulnerable citizens. In last year’s report we undertook to incorporate findings from the Self-Assessment (section 135) audit into future annual reports.

1.11 **Corporate Safeguarding Annual Reporting –**

This corporate safeguarding annual report, with the accompanying appendices, intends to act as a broad summary of the ranger of corporate safeguarding activities and as a record of the Council’s improvement journey towards a fully corporate approach to safeguarding our most vulnerable people from harm, which applies across the whole Council.

Appended to this report are:

- **Appendix 1.** Corporate Safeguarding Governance chart
- **Appendix 2.** Management Action Plan

2. Activities and progress made this year

This next section considers progress within in the seven key areas of activity as set out in the Swansea model (Fig. 1), using the findings from this year's self-assessment carried out by safeguarding leads within **15** of the Council's service areas (2020 = 8).

2.1 Safe Governance

As mentioned, Safeguarding is seen as everyone's business and as our number one corporate strategic priority. As a Council, we are confident that have a set of robust, arrangements for responding to and managing safeguarding concerns. This does not automatically mean a culture of safeguarding exists, work across the whole organisation and continues to improve. We have to ensure we have strong, effective corporate leadership in place to ensure that all staff know, understand and can apply what they know about safeguarding in all circumstances.

2.1.1 Corporate Leadership - In Swansea, we demonstrate 'safe' leadership by having a clear policy framework, effective structures, lead roles across the whole Council and most of all by taking action as and when needed. Safe governance operates across the whole Council and within all structures, including Cabinet, Corporate Management Team, scrutiny boards, corporate policy development and partnership structures (see Appendix 1).

2.1.2 Swansea Council and Cabinet - the Council has further strengthened governance and Management arrangements to drive forward safeguarding vulnerable people. Cabinet Member portfolios have been reviewed-with changes recently agreed by Council (November 2020).

2.1.3 Corporate Management Team—all Corporate Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and vulnerable adults receive due consideration. Each Director must ensure there is a named safeguarding officer in their service area, who regularly attends the corporate safeguarding group and ensures the quality, content and frequency of training provided to their own staff, and by maintaining a sufficient staff training record. Also, named safeguarding officers are there to ensure all statutory duties are carried out with regard to the duty to report within the Council, and Swansea's corporate safeguarding policy is being implemented.

2.1.4 Corporate Safeguarding Steering Group - An effective corporate safeguarding culture requires strong, visible, leadership presence, ensuring that senior officer and their workforce receives positive, professional and consistent backing in carrying out Council activities. This has been evident during this most difficult, challenging period, and though the vast range of actions taken in

keeping people safe and well. All named safeguarding officers are working effectively together under the direction of a Corporate Safeguarding group, which meets quarterly, and is jointly chaired by the Director of Social Services David Howes and the Cabinet Member for Care Services –Cllr. Louise Gibbard.

2.1.5 **Scrutiny Performance Panels** - Child and Family Services Scrutiny Performance Panel receives the Monthly Child and Family Services Performance report, and a work programme looking in more depth at key issues. Similarly, Adult Services Scrutiny Performance Panel receives the Monthly Adult Services performance report and has a work programme to cover off key issues.

2.1.6 **Regional Safeguarding** <http://www.wgsb.wales/>
Swansea Council is working within effective regional safeguarding board arrangements. Regional Safeguarding board publishes an annual plan setting out priority areas for the coming year. There is shared accountability for this plan across a range of partners, with targeted focus on preventative approaches, improving quality, performance reporting and learning lessons from practice reviews. [wgsb-annual-report-2021-22-final.pdf](#)

2.1.7 **Safeguarding People and Tackling Poverty Corporate Development Committee** has been reconstituted to support the delivery on Council's corporate priorities and policy commitments. Chaired by Cllr Ceri Evans, the Committee has put together a work programme to support our work with the most vulnerable people

2.1.8 **Recent finding-** from Estyn's Inspection report on Education in Swansea (June 2022) endorses the Council's approach to corporate safeguarding, noting strong leadership, a positive culture and collaboration between service areas (p16-17). [Inspection report City and County of Swansea 2022 \(gov.wales\)](#)

2.1.9 **Corporate Parenting**
When a child has experience of care, they become 'looked after' by a local authority under a Care Order, the council becomes a 'corporate parent' with legal and moral responsibility for safeguarding that child's welfare and rights. Swansea's Corporate Parenting Board is a group of councillors who have a lead role in promoting the role of corporate parenting within and outside the local authority and additional formal responsibilities relating to corporate parenting. <https://staffnet.swansea.gov.uk/corporateparenting>

2.1.10 **Other**
National Safeguarding Week: West Glamorgan Regional Safeguarding Board and Swansea Council support a range of campaigns and learning events throughout the year, and with focused activities during National

Safeguarding Week, this year taking place between 14th - 18th November 2022.

Housing & Public Health Safeguarding group

Housing and Public Health hold own safeguarding group meetings to share good practice, discuss difficult, sensitive cases, training opportunities etc

2.2 Safe Employment

Safe employment is a set of corporate practices that help make sure our staff and volunteers are suitable to work with children, young people and vulnerable adults. It's a vital part of creating a safe and positive environment and making a commitment to keep children safe from harm. The Safeguarding Vulnerable Groups Act (2006) still applies in England and Wales. This Act aims to prevent those deemed unsuitable to work with children and vulnerable adults, from gaining access through work (whether paid or unpaid). The Act also addressed failings identified by the Bichard Inquiry (2004). Safe employment is a continuing process of policy and practice improvement, reaching across all Council Services, into business or organisations who carry out work or services, on the Council's behalf, and that may involve contact with vulnerable children or adults

2.2.1 Safe Recruitment and Selection - In working safely with Swansea citizens, the Council has a Recruitment and Selection Policy and staff handbook, which are currently being reviewed. The review ensures that the revised national safeguarding guidance is fully embedded into our procedures, where appropriate. Safeguarding roles and responsibilities are now reflected with all Job Descriptions. Work is underway on reviewing and updating safeguarding elements within Council recruitment policy and staff handbook

2.2.2 Disclosure and Barring Service (DBS)-

We must ensure DBS checks are undertaken for all roles that have identified as needing one. The DBS Policy has recently been reviewed and updated and is awaiting final agreement. Alongside this, work is underway reviewing the procedures, guidance and standard letters for Managers/Schools. Work in this area is carried out within the Council by a dedicated DBS service centre, to assist Council Headteachers, School Governors, and Managers in making safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children. Safeguarding policy expects that job requirements for all new starters, for each position to be filled, are risk assessed to ensure a DBS check is completed where a requirement has been identified.

A subgroup is also looking at improvements for ensuring DBS checks for contractors are completed in line with new DBS Policy and Risk Assessment.

2.2.3 DBS Service Centre/ helpdesk – in early 2020, the Service Centre Helpdesk took over all ID applications and verifications previously carried out in the contact centre. Alongside this, there is daily monitoring of compliance to ensure that verifications are tracked to completion. Lists of renewals and overdue DBS are sent to Heads of Service, every month reports and copied to Human Resources to allow them to raise any queries/issues directly with the business areas and to School Challenge Advisors.

2.2.4 Volunteers – We have been working with Swansea Council for Voluntary Service to complete our own corporate volunteer recruitment guidance Volunteer starter forms have been updated to include corporate safeguarding duties and expectations. Safeguarding People and Tackling Poverty Corporate Development Committee are supporting work on a broader Council strategy for volunteering building on the success of the community response to the pandemic. We must ensure that volunteers can access the appropriate level of safeguarding training.

2.2.5 Work identified for year ahead:

- To complete work on updating and finalising policies relating to recruitment and selection, DBS checks and volunteers, to reflect the latest corporate safeguarding policy.
- To ensure corporate safeguarding policy, responsibilities and expectations are reflected in all work commissioned or contracted on the Council's behalf

2.3 Safe Workforce

All staff employed by Swansea Council, including new staff are expected to have an awareness and understanding of their own corporate safeguarding role, as a Council employee, and as a citizen. All Council workers, and any individual, business or organisation we commission work from, have a vital role in ensuring that we work closely together to protect children and adults at risk from abuse or neglect through, both, responses to specific situations through a duty to report, and, also, by putting in place broader prevention measures.

2.3.1 Workforce Strategy

Effective workforce planning is vital to ensure appropriate numbers of staff, with the right skills, experience and professional competencies are available to deliver safe, high quality care support and wellbeing services to citizens.

A new Council-wide workforce strategy has been consulted upon, for approval later this year. [Workforce Strategy 2022-2027](#)

2.3.2 New Workers - all staff employed by Swansea Council, including new staff are expected to have an awareness and understanding of their own corporate safeguarding role, as a Council employee, and as a citizen. On commencement of employment, all Council employees have a corporate induction and to undertake a mandatory corporate safeguarding training; to be ready to prevent or report their concerns of possible abuse, when they work for the Authority or work on its behalf.

2.3.3 Communications -

All Council staff are made aware of their duty to report concerns, through Staff Handbook. Council employees have access to Safeguarding information and resources via StaffNet: <https://staffnet.swansea.gov.uk/safeguarding> Each service area through their named safeguarding person/ representative has developed their own approach to cascading information to promote safeguarding awareness.

For example: Waste, Parks and Cleansing

As well as induction and face to face training, the safeguarding rep. uses creative ways to promote safeguarding awareness amongst a dispersed workforce e.g. posters, monthly newsletter

2.3.4 Named Safeguarding Persons – all Council staff are expected to be aware of the Named Safeguarding Persons in their respective service area. This group of trained lead officers provide support to their staff teams in helping them identify, discuss and raise any signs of potential abuse, and to access the training and support they need.

[Named safeguarding persons - Staff portal \(swansea.gov.uk\)](https://www.swansea.gov.uk/Named-safeguarding-persons-Staff-portal)

2.3.5 Training Programme – Staff

Our safeguarding awareness training offer has to include face to face, e-learning and class-based training approaches to meet the needs of a diverse workforce, for example to staff that do not have regular PC access. Staff are required to attend these mandatory courses a minimum of every 3 years. A senior manager has been deployed to carry out robust training needs analysis for the specific roles within the Council and to develop a comprehensive training programme. Again, the Covid pandemic impacted on the capacity to plan, develop and provide the revised training programme, as many officers were redeployed to fill service gaps. The programme has now resumed virtually, and the courses available to include:

a) E-Learning

- Safeguarding adults: this e-Learning module looks at different elements that contribute to keeping vulnerable adults safe, and how to recognise and report concerns.

- Safeguarding and protection of children: this e-Learning course helps staff learn how to recognise when a child may be suffering from abuse or neglect and what you can do to help.
- b) **Training Levels 1 to 3** - mandatory safeguarding training has been developed across 3 levels to meet role specific requirements. All training materials across all levels has been updated to fully reflect new policy and the latest national guidance (in development. Child Protection Level 2 has been jointly delivered between Social Services and Education.
- c) **Named Safeguarding Persons Lead Training** – this new programme is vital to Swansea’s approach in supporting service areas leads to gain knowledge and know- how which can be passed through to their own teams. This training has now been transferred to virtual training and delivered this year.
- d) **Violence against women, domestic abuse and sexual violence (VAWDASV)** training within a National Training Framework is one of the key mechanisms for delivering the VAWDASV (Wales) Act 2015. As part of this act, the Council has a duty to train all our workforce, which is also a mandatory expectation on staff and elected members. As with safeguarding training, Swansea facilitates meeting this target with a combination e-learning face-to-face sessions to meet the range of needs

2.3.6- Training Programme – Elected Members

Through the Council’s corporate policy on safeguarding, we aim to ensure all elected members, and support staff who encounter children on a regular basis complete as a minimum the eLearning awareness training on safeguarding /child protection issues, safeguarding adults and Domestic Abuse. The policy expectation is that each councillor, including new councillors, completes this level of training within each electoral cycle. A Master Training Record of all elected members who complete the training is maintained, on behalf of the lead Cabinet Member.

2.3.7 Reporting on compliance

Swansea’s approach is that managers are responsible for compliance in how many of their staff are completing mandatory training within their own teams There are issues in how we report compliance across the whole Council as there have been other systems in use, for example in social services and Education to support regional approaches and national demands. Any system requires timely data input and routine quality checks for reporting on staff training records to be accurate. This will require the further development of self service and real time data management, which the proposed, next generation Oracle Fusion Electronic Resource Planning (ERP) system can support.

2.3.8 Oracle Fusion

Oracle is the Council's system for managing staff employment and training records, together with other resources such as budgets and assets. As there been ICT resources needed to support Agile working during recent months, A decision was taken in April 2020 to delay implementation of the new Cloud based ERP system (Oracle Fusion) to support real-time record reporting and review of staff training and data checks. We therefore took the difficult decision to pause the programme. The change programme was relaunched in February 2021, and the team are currently planning a new go-live date in April 2023.

2.3.9 Work identified for year ahead:

- Development of management information: employee / elected member compliance in completion of mandatory training
- Ensure there are named safeguarding officers in each service area, and representation at the Corporate Safeguarding group meetings
- Continue roll out of revised mandatory training across Council through hybrid programme of e-learning, virtual and face to face options to meet diverse needs of service areas and employees
- To work with Fusion team to ensure safe and accurate transfer of current staff records and to look at solutions to tackle the reporting issues highlighted above

2.4 Safe Practice

Safeguarding practice is expected to be timely and effective, delivered to expected standards and with consistency in practice. The Council can be assured that effective safeguarding arrangements are in place, and that all safeguarding practice within the wider workforce (including partners, providers and volunteers) is continuously improving and working towards enhancing the lives well-being and safety of Swansea citizens.

2.4.1 **Safeguarding as “everyone’s business”** -Swansea Council expects that vulnerable people in Swansea are kept safe, and protected from abuse and neglect. To best achieve this, safeguarding vulnerable adults and children is seen as “everybody’s business” Safeguarding practice has to be delivered timely and effectively, to expected standards and with consistency in practice. The Council can be assured that effective safeguarding arrangements are in place, and that all safeguarding practice within the wider workforce (including partners, providers and volunteers) is continuously improving and working towards enhancing the lives well-being and safety of Swansea citizens.

2.4.2 Duty to Report

A concern may involve any child or young person under the age 18 years old or a vulnerable adult. There is a statutory duty places on all Council workers and elected members to report their concern regardless of whether the child or adult is living permanently in the Swansea area or not. If you think, there are child protection concerns, then you should seek immediate advice from your safeguarding lead, or from the Child and Family Service Single Point of Contact. Similarly, there is a duty to report any concerns about an adult at risk, and for a local Authority to make enquiries if it has reasonable cause to suspect that a person within its area (whether or not ordinarily resident there) is an 'adult at risk'.

2.4.3 Person at the centre of each concern- In Swansea, safeguarding practice aims to be focused on the child or person at the centre of the concern, and working towards a set of agreed safe outcomes. By working collaboratively to identify and prevent abuse and neglect, where possible. To ensure all agencies, services and individuals can give timely and proportionate responses, in circumstances when possible occurrences of abuse or neglect of children and adults at risk has noticed.

2.4.4 How we implement Safe Practice in Swansea

2.4.4a. Rights of a Child- the Council is committed to the 1945 Declaration of Human Rights, and the UN Convention on the Rights of a Child. The Social Services and Well-being (Wales) Act (2014) has recently reviewed national guidance on safeguarding practice in Wales to ensure that children are safe and protected, and vulnerable people are able to live their lives fully, and to achieve their own wellbeing outcomes..

2.4.4b. Work with Children, Young People and Families

<https://staffnet.swansea.gov.uk/cfstrainingupportypathome>

Child and Family Services has set out a new strategy to support children and young people to live safely at home with their family.

The strategy aims to achieve the Child and Family Services vision (2021): 'Doing what matters to make things better for children, young people and families'. By focusing on improving safe practice:

- Using a Signs of Safety/Wellbeing model to work in partnership and collaboration, to understand what matters and explore strengths and risks to stabilise and strengthen a child and family's situation.
- Working with children, young people and families to help them identify their needs and the right support for them.

- Wherever possible, ensuring children can live in permanent homes with their parents or wider family network, with the necessary support, but under an arrangement where those caring for them feel enabled and able to meet their children's needs, and exercise their parental responsibility.
- Improving outcomes for looked after children in our care and strive to achieve genuine permanence and security for those children, until at least they reach adulthood.
- Ensuring practitioners have access to a forum of experts who can support them to address barriers and obstacles when progressing children's cases towards achieving permanence.

Also, Continuum of Need [Getting the right response to need - Staff portal \(swansea.gov.uk\)](https://www.swansea.gov.uk)

Following consultation with a number of our partner organisations the Continuum of Need - Indicators for Support document is now completed and ready to be used as a guide to professional decision making within Child and Family Services, and in ensuring a proportionate response to need

2.4.4c. **Contextual Safeguarding**

Contextual Safeguarding -the lives of hundreds of young people are being made safer, thanks to the Contextual Safeguarding pilot led by our service, but involving a whole range of partners. Swansea Council are working with Bedford University on Contextual Safeguarding Risk to improve our child exploitation work and practice, in the area of risks to children outside of the family (such as criminal or sexual exploitation). The Covid-19 lockdown has not stopped the project from pressing ahead with preventing exploitation and disrupting criminal networks and behaviour within the context in which the harm occurs.

A contextual approach to safeguarding requires us to look beyond the family to assess neighbourhood and peer group factors in considering risks to children and young people. Swansea's Contextual Missing Exploitation Trafficking multi-agency forum (CMET) tackles referrals, which can potentially impact on hundreds of young people. Youth workers have been doing vital outreach harnessing their skills to identify contextual risks and potential solutions.

2.4.4d. **Rights of Adults**

The embedding of human rights as part of the Council's approach. This can be demonstrated by our commitment to the Dublin Declaration which requires a whole Council approach to involvement, engagement and coproduction. The Pandemic means that more thought needs to be given to

how we live and how we safeguard our wellbeing both as individuals and within communities. We are continuing to work closely with the Older Person's Commissioner's Office and CADR at Swansea University to ensure meaningful mechanisms for engagement of citizens 50+ within the "Live Well, Age Well Forum". Similar to work on engagement with Children and Young People, we have reflected upon our learning from engagement during the pandemic and refined the focus of our work on partnerships, rights-based policy the and involvement of stakeholders.

2.4.4e. Collaborative Communication

A 'What matters to you' conversation is now central to how we work, across social services. Through a 'warm' front door we can help promote wellbeing and prevent rapid escalation of needs. In Adult Services there is the Common Access Point (CAP), which is set up to help people explore what they need to enhance their personal wellbeing, taking in their strengths as well as risks in their situation, and the outcome they are looking for.

2.4.4f. Adult Safeguarding

A full review of safeguarding arrangements has been undertaken in Adult Services with the establishment of a dedicated safeguarding team to be incorporated into the temporary management structure in Adult Services. The changes are in their early stages though they have already received positive feedback from Care Inspectorate Wales (CiW). The new Adult Safeguarding team are working hard to ensure that all concerns are addressed at the earliest opportunity, risks are managed effectively with partners using our practice approaches that place the person at the centre, with full involvement and engagement. More cases are being closed and Safeguarding concern investigations are now more likely to be followed through to conclusion, and where necessary supporting police to achieve a conviction.

2.4.4g. Deprivation of Liberty Safeguards – The Deprivation of Liberty Safeguards were introduced in 2009 to protect against arbitrary deprivations of liberty in hospitals and care homes. These safeguards provide a legal framework that helps to ensure that human rights are protected once notified by a Managing Authority the Local Authority has a duty to assess whether the restrictions are necessary in order to prevent harm to the person and proportionate to their needs. Swansea has significantly improved performance in relation to Deprivation of Liberty Safeguards (DoLS) through implementing dedicated team arrangements. Feedback suggests this has not only improved professional knowledge but is driving up standards and response times.

2.4.5 Capturing stories of good practice

Safeguarding and protecting our most vulnerable citizens whilst ensuring their own voice is at the centre of our work remains a priority. Within a sustainable model of social care, we must target our efforts are to where there is significant risk of harm and abuse and ensure we are working in a timely way, with the vulnerable person at the centre.

By working in new ways, the Council is in a stronger position to focus resources on more preventative and contextual approaches. Child and Family Services places practice excellence at the centre of our work with the most vulnerable children

<https://staffnet.swansea.gov.uk/cfssafeguarding>

Adult Services are using collaborative communication and narrative based approaches to help professionals and service users reflect together on their experiences, the outcomes achieved and what could be done better.

<https://staffnet.swansea.gov.uk/collabcommscaseexample>

2.4.6 Work identified for year ahead:

- To implement quality assurance frameworks within child and family and adult services
- To undertake next self-assessment (Section 135 audit) cycle, involving leads from all Council Departments

2.5 Safe Partnerships

Only by working together with citizens, and other agencies, can we support children, their parents, carers and vulnerable adults to achieve the best possible outcomes. Collaboration is vital in promoting child, young person, adult and older adult safety and well-being. Good interagency, partnership, and multi-disciplinary working, is now firmly embedded within Swansea Council approaches to practice, and our work with other organisations is seen as central our robust, effective corporate safeguarding arrangements.

- 2.5.1 **Covid response** - Swansea Council and the West Glamorgan Regional Partnership has overseen a coordinated, regional response to the Covid-19 crisis over the past two and a half years. During this time resources have been deployed quickly to meet local need, service have transformed themselves and new ways of working have been discovered. Many staff regionally and locally within the Council have volunteered for new roles and key tasks to meet the range of challenges, often working in partnership with colleagues from the Local Authorities, Swansea Bay University Health Board and the third sector. The Director of Social Services has provided regular weekly briefings to staff during this challenging period: [Director's Weekly Social Services Briefing including Covid-19 - Staff portal \(swansea.gov.uk\)](#)

2.5.2 **Safer Swansea strategy**

Harm is sometimes more related to place than people, and this also requires a more joined up approach. Harm, exploitation or victimisation may target or impact on the most vulnerable in our communities and the Council has access a range of approaches from prevention, duty to report, and possible criminal investigation. Swansea Housing Service are working in partnership with social services, the police, community safety and other housing providers to safeguard the vulnerable by highlighting issues, concerns and taking necessary action as asset out in our Safer Swansea Strategy 2018-21.

2.5.2a **Hate Crime** - the prevention and reduction of Hate Crime and Community Tension Monitoring is one the five strategic priorities identified, which aims to prevent Hate Crime, support victims and improve our multi-agency response to the problem. Our Hate Crime Stakeholder Action Plan' continues to be managed and monitored through the Hate Crime Stakeholder Group and the Safer Swansea Partnership Steering Group.

2.5.2b **Victim Support**- the Council continued to support Hate Crime awareness week in October 2020 and signed up to Victim Support's Charter. The Charter sets out in detail the rights of victims, and the commitments of organisations such as the Council in tackling Hate Crime, providing support and information for victims, and raising awareness of Hate Crime.

2.5.2c **PREVENT** Our PREVENT strategy and interventions programme target support to vulnerable individuals who may be at risk of radicalisation or being drawn into extremism. This is managed through a multi-agency (channel) partnership made up of organisations that have a legislative duty under the Counter Terrorism Act 2015

2.5.3 **Working with contractors and suppliers**- - We expect that all contractors to confirm that they comply with Swansea Council corporate safeguarding policy, their staff and/or their sub-contractors staff are aware of their responsibilities and duties and when required provided or able to provide safeguarding awareness raising and training. We carry out a suitability questionnaire to ensure that all expectations, in relation to safeguarding, are fully understood. We have also developed a Safeguarding policy specifically for Contractors of the City and County of Swansea to detail the Council's expectations of partners and providers, and this is annexed to the contract. Safeguarding clauses are placed in all social care contracts and inserted into other contracts where there are seen as relevant. All external employees working on our behalf are therefore expected to be made aware of their safeguarding responsibilities and duties; and when required provided with safeguarding awareness raising training.

2.5.4 Work identified for year ahead:

- To continue to embed corporate safeguarding policy procedures into how we work with suppliers in carrying out checks, specifying contracts, building awareness in the wider workforce and contract monitoring

2.6 Safe Voice

Swansea is aiming to ensure individuals have a “safe voice” on safeguarding matters by providing stronger voice, meaningful control over the support they receive and remove any barriers to achieving their wellbeing outcomes.

2.6.1 Making safeguarding personal – In all, of the above, service developments and safe practice, Swansea is aiming to ensure individuals have a “safe voice” on safeguarding matters by providing stronger voice, meaningful control over the support they receive and remove any barriers to achieving their wellbeing outcomes.

2.6.2 Quality Assurance- Adult Services and Child and Family Services are implementing a quality assurance framework that articulates the high standards of service we expect in all work with vulnerable children and adults. Recognising that we need to focus on understanding the lived experience of those who receive a service. To achieve this, Child and Family Services are expanding how we get information both qualitative and quantitative to help identify improvements.

2.6.3 Advocacy

Both Child and Family and Adult Services are improving the Council’s advocacy offer made to vulnerable children, adults and their families, who can now access Independent Professional Advocacy to help ensure that they are fully informed and engaged in decisions about their care and support and that plans are in their best interests and with regard to safety.

2.6.4 Work identified for year ahead:

- Continued development of advocacy offer and independent support to promote citizen rights and best interest decision within safeguarding and deprivation of liberty safeguards
- Working within families, communities and schools to promote safeguarding awareness

2.7 Delivering Safe Performance

The aim of this work area is to maintain a performance framework to support a full range of improvement activities in relation to Corporate Safeguarding. To ensure there is a 'golden thread' running through everything we do. From the corporate objective to safeguard our most vulnerable people, through service planning and extending to help each employee to act on their duty to report.

2.7.1 Performance Framework

Swansea Council has a strong corporate performance framework to drive through continuous improvement. Our approach to safeguarding makes full use of a range of embedded approaches:

- Corporate Plan / Annual Review of Performance against each wellbeing objective
- Service Planning
- Corporate Risk Management
- Scrutiny Performance Panels
- National Performance/ Quality standards
- Corporate Performance reporting
- Self-assessment (section 135 audit)

2.7.2 Annual Review of Performance (ARP) – a statutory requirement that requires the Council to look in detail about how the Council is taking steps to achieve each of the corporate priorities, including safeguarding people from harm, and the progress made. Latest ARP is being finalised and the section on safeguarding covers a broader range of corporate activities than this

2.7.3 Service Planning - Service Planning is carried out annually by all Heads of Services. Service Plans are expected to demonstrate links to corporate priorities, and policy commitments, including safeguarding people from harm.

2.7.4 Corporate Risk Management- safeguarding is identified as a corporate risk (**Risk id 153**), and detailed within the new corporate risk register, with actions to mitigate reviewed monthly, within Social Services Finance and Performance Monitoring meetings, and updated. As mentioned earlier, Internal audit has a work programme, aligned to the work of the. Governance and Audit Committee, to include consideration of areas such as corporate risk management and corporate governance.

2.7.5 Role of Scrutiny Performance Panels

Child and Family Services and Adults Scrutiny Performance Panels receive and give robust consideration to regular performance reports from their respective service areas including safeguarding and protection work, and each panels has a Work Programme to look in more depth on key issues.

2.7.6 Corporate Performance Reporting - Corporate Management Team receives regular reports on key performance measure and operational issues concerning safeguarding children and adults. The full Corporate Performance Management Annual Monitoring Report 2020/2021, including results within the section on Safeguarding, was presented to Cabinet in July this year.

2.7.7 National Social Services Performance Framework

The committee are advised that Welsh Government are implementing changes to the Quality Standards (Key Performance Indicators) which provide the basic benchmark of performance for local authorities who deliver care and support to the people of Wales.

2.7.8 Other areas to note:

2.7.8a Self Assessment (section 135) summary of findings – improvements identified from this year’s S135 audit are incorporated into a revised work programme. Task groups, already established to support Swansea approach, are to take the programme forward and report progress cycle for task group leads to the Corporate Safeguarding group

2.7.8b Internal Audit- working on behalf of the Governance and Audit Committee our own internal audit team has recently carried out a recent review of the Council’s Corporate Safeguarding 2022/23, and their final report has just been published (September 2022). The overall assurance given within the scope of the review is ‘High’. The report gives two recommendations to be incorporated into a Management Action Plan see appendix 2:

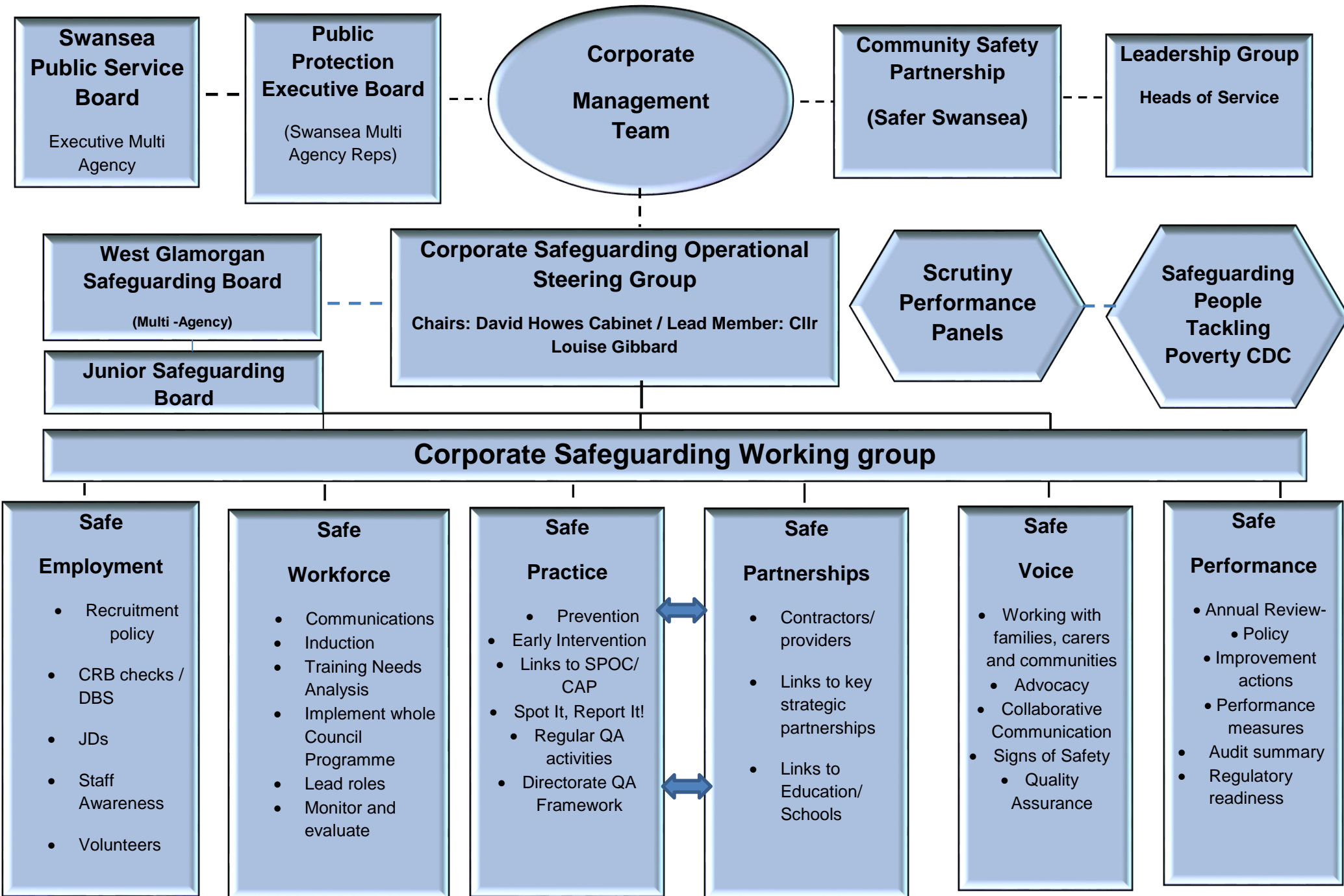
2.7.9 Work identified for year ahead

- To review performance framework for corporate safeguarding and agree set of measures for 2023/24

Appendices:

Appendix 1. CORPORATE SAFEGUARDING GOVERNANCE CHART

Appendix 2. MANAGEMENT ACTION PLAN CORPORATE SAFEGUARDING 2022/23



Appendix 2 Management Action Plan in response to Internal Audit report (September 2022)

<p align="center">CITY & COUNTY OF SWANSEA MANAGEMENT ACTION PLAN CORPORATE SAFEGUARDING 2022/23</p>					
REPORT REF	RECOMMENDATION	CLASS	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE
Training					
2.3.5	Work should continue to develop the recording of all employee Safeguarding training on the Council's new Oracle Fusion system.	LR	This is a priority action in the Corporate Safeguarding Group and work is currently underway to ensure that safeguarding training is being accurately recorded in all areas.	Corporate Safeguarding Group	Spring 23
Self-Assessment Questionnaires					
2.5.4	All services should be required to return their self-assessment questionnaires	LR	This will be reviewed at the Corporate Safeguarding Group where membership and representation will be reviewed.	Corporate Safeguarding Group	Spring 23

Appendix B - Integrated Impact Assessment Screening Form

Which service area and directorate are you from?

Service Area: Swansea Council

Directorate: Social Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Annual Report on Corporate Safeguarding 2021/22

The purpose of the Annual Report-Corporate Safeguarding 2021/22 is to present a comprehensive review of the implementation of the Council’s Corporate Safeguarding policy, which promotes a “Safeguarding as everyone’s business” approach.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix B - Integrated Impact Assessment Screening Form

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?

Please provide details below – either of your activities or your reasons for not undertaking involvement

Safeguarding people from harm is a corporate priority in Swansea Council's Corporate Plan. The report, produced jointly on behalf of the lead Cabinet Member and Director of Social Services, sets out the evidence-based view of the Director, on progress within a work programme led by the Corporate Safeguarding group, and sets out the priorities for further improvement including promoting 'safe voice' and 'safe practice' within the implementation of corporate safeguarding procedures.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?

Yes No

b) Does the initiative consider maximising contribution to each of the seven national well-being goals?

Yes No

c) Does the initiative apply each of the five ways of working?

Yes No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

The report reflects the views of the lead Cabinet Member and Director of Social Services in Swansea, to whom people are entitled to express their views of how effective the services are:

- In meeting wellbeing and needs of targeted populations
- In delivering on priorities set in past annual report
- Achieving a sustainable model of social care
- In providing assurances about the quality of services, against national standards

Appendix B - Integrated Impact Assessment Screening Form

The report provides elected members, the public and stakeholders with the summary of the Council's approach to corporate safeguarding, progress within the work programme, and priorities for future improvement. This report is informed by the work of Swansea Council's Corporate Safeguarding group which is jointly chaired by the lead Cabinet Member and Director of Social Services.

The Corporate Safeguarding group includes representatives, and named safeguarding officers from all service areas within the Councils the

The report also contains a summary of Swansea Council's progress in implementing the changes arising out of the Audit Wales follow up review of corporate safeguarding children. It sets out some improvements for corporate safeguarding which, if implemented, could have a positive impact on future generations.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

• **Summary of Impacts (Q2)** Impacts are positive and low on specific groups due to the nature and purpose of the report as explained above.

• **Summary of involvement (Q3) Social Services work closely with other** Swansea Council services, Swansea Bay University Health Board, Third Sector organisations, Social Care providers, West Glamorgan Regional Partnership Boards and works co-productively on services development and commissioning plans. This development work and the involvement of others has been involved in this report.

• **WFG considerations (Q4)** Well-being of Future Generation forms part of the overall approach, and as part of the transformation and improvement programmes within Council services, which are working towards a sustainable model of service. Health, social care and wellbeing is a significant part of the local and regional economy of Swansea, and the report focused on the range of services and other organisations which form part of this economy. A skilled, qualified workforce, who have a duty to report safeguarding concerns, is vital to improving wellbeing outcomes for Swansea citizens, and in achieving the corporate objective – safeguarding people from harm.


• **Any risks identified (Q5)** The improvements and transformation programmes set out within this plan are risk managed closely. Any risks identified and agreed, are mitigated as routine within social services at service, directorate and corporate levels through monthly Social Services Performance and Financial Monitoring meeting and Corporate Safeguarding group escalated accordingly through to appropriate corporate and political structures. Some of the wider impacts for example those emerging during the Covid pandemic, and their associated risks have been, and will continue to be, managed through the regional partnership structures.

• **Cumulative impact (Q7)** There is a positive impact on the wellbeing of Swansea citizens though the continuous improvement of corporate safeguarding arrangements, and the benefits this brings to the social care economy and wider social care workforce.

Appendix B - Integrated Impact Assessment Screening Form

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Simon Jones
Job title: Social Service Strategic Performance & Improvement Officer
Date: 25th October 2022

Approval by Head of Service:
 Name: David Howes
Position: Director of Social Services
Date: 25 October 2022



**To/
Councillor Mark Child
Cabinet Member for Adult Social
Care & Community Health Services
BY EMAIL**

cc: Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

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scrutiny@swansea.gov.uk

SPC/2021-22/7

24 November 2021

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 19 October 2021. It is about the Annual Report on Corporate Safeguarding.

Dear Councillor Child,

Scrutiny Programme Committee – 19 October

We are writing to you following our scrutiny session to monitor and challenge Council action in relation to Corporate Safeguarding.

We thank you and officers for attending the Committee meeting to present the Annual Report which reflected on activities during 2020/21. The Annual Report is a standing item within the Committee work plan given safeguarding is one of the Council's top priorities, so we can comment on progress, achievements, and implementation of policy. Because of disruption to the work programme, unfortunately it was not considered last year. Previous discussion was in October 2019. The issues raised during discussion then were around: data protection / confidentiality as a barrier to safeguarding; the role of councillors; safeguarding training and record keeping; and training for school governors, temporary staff and contractors.

This letter reflects on what we learnt from the information presented, questions, and discussion. It shares the views of the Committee and highlights any outstanding issues / actions for your response - main issues summarised below.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU
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The Committee commends the continuing efforts of the Corporate Safeguarding Group across the Council to make safeguarding everyone's business – not just a matter for Social Services and Education. We note that the Annual Report covers seven key areas of activity, described as: Safe Governance, Safe Employment, Safe Workforce, Safe Practice, Safe Partnerships, Safe Voice, all contributing to Delivering Safe Performance.

We are acutely aware of the pressures on health and social care because of COVID, which will have presented risks to safeguarding. You stated that you were proud of the way in which the Council responded to safeguarding through the pandemic, with an even sharper focus on supporting and protecting those in need. In view of current workforce pressures on both Adult Services and Child & Family Services we asked whether this was impacting on safeguarding. We were assured by the Director of Social Services that despite the extraordinarily difficult circumstances at no stage did the Council or partners lose focus and dedicated safeguarding teams have continued to provide support, and come up with solutions, to protect those in urgent need, in unsafe circumstances. He added that there is always a reactive response available which ensures the Council meets its statutory responsibilities around safeguarding, however the team is able to take a more proactive and preventative approach and head off issues where possible depending on pressures, and feedback has been positive.

We note that there is an expectation that all contractors, companies and individuals, carrying out work on behalf of the Council, to confirm that they comply with the Council's Safeguarding Policies, and this also applied to their staff or their sub-contractors. We asked whether training was provided by the Council or if not how awareness and compliance is demonstrated to the Council. We heard that this is still work in progress, with efforts impacted upon by the pandemic, however this remained on the work programme to do more. We were told that there are guidance documents for contractors which spell it some of the things they need to be doing to evidence compliance. We noted that there would be different levels of contract monitoring, depending on the services contracted, e.g. a regulated provider would require a high level of compliance, but safeguarding nevertheless would be written into all contracts. We also asked about the work looking at improvements for ensuring DBS checks for contractors are completed in line with the new DBS Policy and Risk Assessment and noted this is also work in progress. You took the opportunity to assure us that any Council funding for community events would be subject to volunteers being DBS checked.

We were also interested in who was overseeing / monitoring whether those working in a voluntary capacity for the Council have had the appropriate level of safeguarding training and comply with policy and procedures. It was clarified that anyone employed directed by the Council, whether in paid or voluntary capacity would be expected to follow the same process in relation to safeguarding training. In the case of volunteers in the Third Sector the situation was different, and work was being undertaken to ensure we have a

high level of standard in place. In the interim the Council has been able to give access to its on-line 'learning pool' so they can access the same training as Council staff, but there is work in progress to ensure access to external providers.

We look forward to next year's Annual Report when we can follow up on these issues. We can also follow up on work you have identified within this year's report for the year ahead:

Safe Employment

- Promoting safeguarding and the duty to report as everybody's business in all recruitment materials, and job descriptions in line with the current corporate safeguarding policy.
- Continue to review / update all our staff and employment policies including a Council safe recruitment policy and staff handbook.
- Ensuring that all work roles and responsibilities are risk assessed and, where necessary, DBS compliant.

Safe Workforce

- Ensure named safeguarding officers and service areas are represented at the Corporate Safeguarding Group meetings.
- Continue roll-out of revised mandatory training across Council through hybrid programme of e-learning, virtual and face to face options to meet diverse needs of service areas and employees.
- To work with the Oracle Fusion team to ensure safe and accurate transfer of current staff records and improve record reporting and review of staff training and data checks in relation to safeguarding training and compliance.

Safe Practice

- To ensure quality audits on cases are completed within Child and Family and Adult Services, as well involving leads from all Council Departments within the next Section 135 audit cycle. The audit is to gain assurance that arrangements are robust in all the Council's main service areas, and to identify improvements needed.

Safe Partnerships

- To invite leads in all service areas outside of social services to discuss how they review safe practice in their areas to help inform further improvements, and in readiness for next Section 135 audit.

Safe Voice

- Checking out how Swansea is 'Making safeguarding personal' by carrying out case audits within Quality Assurance framework.
- Development of advocacy offer and independent support to promote citizen rights and best interest decision within safeguarding and deprivation of liberty safeguards.
- Working within families, communities, and schools to promote safeguarding awareness.

Safe Performance:

- To incorporate findings from the Section 135 audit into future annual reports.
- To review set corporate performance indicators in readiness for reporting in 2022-23.

Your Response

We hope that you find the contents of this letter helpful and would welcome any comments on any of the issues raised within; however, we do not expect you to provide a formal response. We will make sure that consideration of the next Annual Report is scheduled into the Scrutiny Programme Committee's work plan for 2022/23.

Yours sincerely,



COUNCILLOR PETER BLACK

Chair, Scrutiny Programme Committee

✉ cllr.peter.black@swansea.gov.uk

Agenda Item 8



Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 15 November 2022

Follow Up: Scrutiny Working Group - Workforce

Purpose:	This report provides background and advice to the Committee in following up on the Scrutiny Working Group which looked at issues relating to Workforce. Lead Cabinet Member / officers have been called to report on progress since the Working Group, including issues raised by the Working Group.
Content:	<p>The Cabinet Member for Corporate Services & Performance, Councillor David Hopkins, has provided a report which is appended for questions and discussion.</p> <p>The Committee is provided with the correspondence between the Working Group and Cabinet Member(s) following its meetings which contain the views / concerns of scrutiny councillors. The Committee should follow up on agreed action taken in response, where the Working Group has made suggestions for improvement.</p>
Councillors are being asked to:	<ul style="list-style-type: none">• Consider the information provided, ask questions, and make comments and recommendations as necessary.
Lead Councillor:	Councillor David Hopkins (Cabinet Member for Corporate Services & Performance)
Lead Officers:	Ness Young, Interim Director of Corporate Services Rachael Davies, Head of HR & Service Centre
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Amanda Thomas

1. Introduction

- 1.1 The Scrutiny Programme Committee has overall responsibility for the Scrutiny Work Programme. Each year, the Work Programme includes several 'one-off' topic-based Scrutiny Working Groups to look at specific issues of concern. These are usually set up as single meetings

to call in relevant Cabinet Member(s), officers, and other relevant persons, to examine the issue and feedback views and recommendations to the Cabinet Member(s). As such the Committee takes responsibility for following up on Working Groups, to check on progress with the topic / issue(s) and response to any specific suggestions / recommendations made and agreed action coming out of the scrutiny session.

2. Workforce Scrutiny Working Group

2.1 The Workforce Scrutiny Working Group originally met on 29 March 2021 to look at the impact of the pandemic on the health and wellbeing of staff; how the Council is supporting this; issues around home working; staff sickness; staff turnover; use of agency staff and pressures. The Working Group met with relevant Cabinet Members and Senior Officers.

2.2 Following this meeting, overall, the Working Group felt reassured that the Authority was doing what it can to support its workforce during and post pandemic, and were pleased about extensive engagement with the Trade Unions. It heard about results from a staff survey that was undertaken towards the start of the pandemic and were told that a follow up survey will be undertaken. Councillors gave their support to the approach of having an agile working policy and accommodation strategy that is more flexible and provides work / life balance, whilst still meeting the needs of the residents of Swansea. Amongst feedback, they recommended that any new home working policy must include clear provision to support the health and well-being of staff working from home.

2.3 In order to consider the results of the follow up staff survey, that was going to be carried out during the latter part of 2021, and better understand what the future holds for the Authority and its workforce emerging from the pandemic, when there was more clarity. it was agreed by the Committee that a further Working Group meeting could be convened. The second meeting of the Working Group took place on 2 February 2022, and following questions councillors had confidence that the Authority was progressing in the right direction with regards its workforce.

2.4 The correspondence between the Working Group and Cabinet Member(s) following these two meetings is **attached**, showing the range of issues that were discussed, detailed feedback and concerns, and Cabinet Member response provided at the time.

2.5 Link to the two scrutiny meetings:

2 Feb 2022 -

<https://democracy.swansea.gov.uk/ieListDocuments.aspx?CIId=697&MIId=10661&Ver=4&LLL=0>

29 Mar 2021 -

<https://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=697&MIId=9345&Ver=4&LLL=0>

- 2.6 Scrutiny Councillors who participated in the Working Group: Cyril Anderson (Convener), Joe Hale, Chris Holley, Lynda James, Yvonne Jardine, Mary Jones, Sue Jones, Hazel Morris, Cheryl Philpott, Gloria Tanner, and Lesley Walton.
- 2.7 By carrying out a follow up the Committee can then close off this scrutiny activity and work, as appropriate.

3. Cabinet Member Report

- 3.1 The lead Cabinet Member, Councillor David Hopkins – Cabinet Member for Corporate Services & Performance, has provided a report on progress, in the context of the scrutiny activity, on actions, delivery of work and achievements / performance on Workforce. See **attached**.
- 3.2 Lead officer(s) will also be present to assist and facilitate the discussion.
- 3.3 The Committee should hear from the Cabinet Member / officers before questions. At the conclusion of the session the Committee may wish to write to the Cabinet Member with any observations, views and recommendations arising from the follow up discussion.

4. Integrated Assessment Implications

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

- 4.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development.

Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

4.2 An IIA screening has been undertaken noting there are minimal impact assessment implications associated with this information report. The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The work of Scrutiny involves examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers). Scrutiny activities have the potential for engagement to ensure public views can feed into the Scrutiny process.

5. Legal Implications

5.1 There are no legal implications from this report.

6. Financial Implications

6.1 There are no financial implications from this report.

Background Papers: None

Appendices:

- Letter correspondence between the Workforce Scrutiny Working Group and Cabinet Members: Letters dated 4 May 2021; 24 May 2021; 7 March 2022; and 24 March 2022.
- Cabinet Member Report

To Councillors:

David Hopkins, Cabinet Member Delivery & Operations (Deputy Leader)

Andrew Stevens, Cabinet Member - Business Improvement & Performance

Andrea Lewis, Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)

Clive Lloyd, Cabinet Member Adult Social Care and Community Health Services

*Please ask for:
Gofynnwch am:*

Scrutiny

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Line:*

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*Llinell
Uniongyrochol:*

*e-Mail e-
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scrutiny@swansea.gov.uk

*Date
Dyddiad:*

04 May 2021

BY EMAIL

CC Cabinet Members

Summary: This is a letter from the Workforce Working Group to the relevant Cabinet Members following the meeting of the Working Group on 29 March 2021. It is about the effects of the pandemic on the Workforce.

Dear Cllrs Hopkins, Stevens, Lewis and Lloyd

The Workforce Scrutiny Working Group met on 29 March 2021 to look at the impact of the pandemic on the health and wellbeing of staff; how the Council is supporting this; issues around home working; staff sickness; staff turnover; use of agency staff and pressures.

This letter provides you with feedback from that meeting.

We would like to thank Andrea Lewis, Clive Lloyd, Adam Hill, Sarah Lackenby, Geoff Bacon and Adrian Chard for attending to present the report and answer questions. We appreciate your engagement and input.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

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I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

Sarah Lackenby provided a brief update and stated that the position the Authority was in before the pandemic regarding agile working put it in a good place. For the majority of staff who were desk based, they were able to migrate them quickly to work from home. The Staff survey carried out in the summer last year, when staff had been working from home for a few months, had a very good response. As time went on, new arrangements were brought in for staff to undertake a risk assessment, to buy equipment and to borrow furniture. In the survey, staff were asked if they were struggling or felt excluded digitally and they responded that they did not need much training, even on Teams.

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

We felt that mapping was important and requested baseline data for the Number of staff; Male – Female; Part-time/ Full-time/ Zero hours; Salary ranges by department; Salary averages by department; Officers at each level in tiers, from 1 Director all the way down in bands. We also requested comparative information for the last 3 years, to see if there are more or fewer staff in total and where the changes have occurred. Officers confirmed they have all of this supplementary information, and will circulate it to the Panel.

We discussed how Sickness levels appear to have reduced and heard that there will be more work undertaken to look into it in more detail.

We heard that there has been a lot of activity on Track, Trace, Protect (TTP) and volunteering and that it was great how the workforce responded to the crisis. Staff were eager to be involved and to help out where they could at food banks etc.

We noted that Health and Safety were able to put in place a large amount of support for the wellbeing of the workforce, and that staff have been encouraged to take leave especially from the summer onwards and this continues. If staff are unable to take annual leave they are able to carry it over.

We queried Trade Union (TU) engagement and insight and were informed that meetings with Unions were held weekly during the height of the pandemic and are now held two-weekly. We noted that any issues were raised and addressed at the meetings, and the Director of Social Services attended the first 10 minutes to answer direct questions about Social Services. Also all risk assessments went in front of TUs; TUs were consulted on, for example, PPE; setting up TTP; and any frequently asked questions about staff, for example, shielding. Issues with annual leave and deployment were also 'run passed' the Unions.

We told you how we felt that it was a novelty for many staff to work from home to begin with and queried if staff have found it harder to work from home as time has gone on. We were informed that the results of the survey were very positive; 87% said they liked working from home. We heard that the intention is to follow it up with another staff survey in a few months, now that restrictions are lifting. Officers said they felt everyone has found it harder as time has gone on, not necessarily due to working from home but because people have been confined to their homes.

We asked about the route for staff to take if they are not getting support and were informed that in the survey, 77% of staff felt they knew where to go to get help. We heard that there are different avenues for staff to take. Officers felt staff should speak to their line manager in the first instance, or if they feel they cannot, they can go to

Human Resources or they can refer directly into the Psychological Support Service (Psychological First Aid) and can access information online.

We expressed our concern about whether staff want to work from home because it makes them happy and suits their lifestyle or because they are afraid to go out. We also mentioned that we feel all staff should have some face-to-face contact with colleagues/managers and queried if this is happening. Officers confirmed that in the survey, 84% said they would like to work two days or more from home after the pandemic; 85% said they feel more productive working from home. We heard that anecdotally some staff and managers said they feel everyone is more accessible now using Teams remotely and that it has brought barriers down. We noted that this might be explored in the next staff survey. We also heard that anecdotally, some staff/managers said they found it easier juggling their commitments whilst working from home. Officers said they had not heard so far of staff being afraid to go out and that this would be explored in the follow up survey. We noted that if staff have to go into the office, you are making sure they have a safe environment.

We raised the issue about when offices re-open and meetings start again in person. We asked what the general feeling was about staff stress and anxiety of meeting face-to-face, especially with the public. Officers confirmed they are trying to assess what the risks will be and are putting appropriate measures in place to ensure staff have appropriate equipment and social distancing in place between members of staff and the public. All of this is being documented in a risk assessment and managers are working with teams on this. We heard that it depends on the role but as many Services as possible have moved their service on line with phone and email support to back it up and that a range of things are being put in place. In terms of meetings, we heard there is a clear procedure when booking meeting rooms and systems are in place to enable face-to-face meetings.

We discussed staff stress and anxiety, whether the Authority employs psychologists in the Wellbeing Team and whether we can employ more. Officers felt it was something that needs to be reviewed when we come out of the pandemic, under Workforce Planning. We heard that front line staff have found the help invaluable. Officers believe the Authority employ Talking Therapists (not psychologists) and agreed to confirm their technical role outside of the meeting. In terms of guidance sent out to all staff and managers, officers confirmed it is made clear to managers they have to be aware of potential health impacts of Covid, and if they identify any potential issue then its referred to occupational health as a stress related issue. Guidance also makes clear that managers are to ensure they talk to staff on a regular basis.

From Adult Services and Child and Family Services point of view, we heard there is opportunity for Psychological First Aid run by Occupational Health and Corporate Services, offered to front line staff in social care. The Directorates are also working with the Association of Social Workers on a wider wellbeing and psychological toolkit that staff can access online as and when they need to.

Regarding vaccinations, we received confirmation that front line staff in key areas have been offered the vaccine. Adult Social Care staff were the main cohort in priority two; 89% have received the first dose, 74% the second dose. In Education, specialist school staff were added into this cohort. We heard that a very small number were not inclined to take the vaccination.

We asked about staff carrying out a role that was face-to-face with the public before the pandemic, and how this is working now as staff are working from home. We were informed it is a mixed picture. Some face-to-face roles are continuing where they need

too and risk assessments are being done for these. Other roles have shifted to telephone and email support where people cannot get online.

We also queried the effect staff working from home has had on the public as we feel that many members of the public are not computer literate. We were informed that there was some work with Local Area Coordinators and the Third Sector, helping people directly who had to shift to online channels and needed help. We heard that moving services online was helpful for some people but for those who struggled, they were helped by volunteers. We noted that digital inclusion is quite high in Swansea and that over 75s and those who did not want to use digital were the ones who were helped. We heard that post pandemic, officers hope older people will find it helpful to access more services by phone / online.

We heard that District Housing Offices closed during the pandemic and there was a surge to more residents contacting the department online. We also heard that the Authority has been wanting this to happen for some time and that this is therefore a success story.

We heard that the Authority has a stand-alone home working policy and that it would be circulated to the Panel for information following the meeting.

We mentioned that we thought many of the staff who continued to work through the pandemic might have been agency staff or outsourced staff and queried if we would be bringing those staff and services in-house. Officers agreed that our suggestion to take on agency staff who worked as refuse collectors etc, would be taken back to the appropriate department to consider.

Officers confirmed that staff were encouraged to take leave but due to the pandemic are able to carry over up to 20 days annual leave to be taken in the next two years.

We heard that the roll out of agile working would continue with further dialogue on aspects of it. We also heard that future agile working policy goes beyond the pandemic and that when current advice to work from home changes, we can expect to be working in a socially distanced environment for the next few years and that office layout should be designed to accommodate that. Officers expect that staff will be empowered to work from home for focus work and that work in the office will move to a collaborative space for when teams need to engage.

We expressed our concern that the flexibility of working from home is sometimes, taken too far, and that home becomes work place not home. Officers confirmed that it would be optional to work from home in the future. The plan is to offer flexible working; one of the locations is working from home. It will be job specific, as for some jobs it is not appropriate to work from home as they need team support to do the best for residents in Swansea.

Panel queried how staff will be encouraged to complete the next survey and if it will be anonymous to enable a good appraisal. Officers confirmed the first survey was anonymous and the second one will be too and that the response was exceptional with positivity around home working. We heard that the results of next survey, which is taking place around May time, will be analysed to see if opinion has changed.

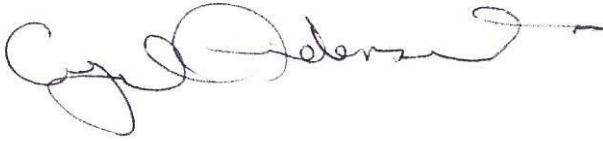
Following the meeting, we discussed progress and made the following conclusions:

1. We would like to give our thanks and acknowledge the hard work and commitment of all staff, the senior management team and everyone in the organisation who have worked so hard doing their jobs and supporting the people of Swansea in very difficult times.
2. We found the briefing very informative and we are reassured that the Authority is doing what it can to support its workforce during and post pandemic.
3. We feel that mapping is important and ask that the supplementary data and comparative information requested prior to the meeting be provided to the Panel.
4. We were pleased to hear about the extensive engagement with the Trade Unions and hope that this will continue in the future.
5. We support the approach of having an agile working policy and accommodation strategy that is more flexible and provides work/life balance, whilst still meeting the needs of the residents of Swansea.
6. We recommend that support for health and wellbeing of staff be part of home working and request a copy of the stand-alone home working policy.
7. We made the suggestion and would like reassurance that agency workers, who have worked through the pandemic, will be offered a position with the Authority.
8. Regarding mental health help, we would like clarification of the correct procedure for staff to follow, the services they can access for help and what happens after the initial contact has been made. We would also like to see data on a) sickness taken for this reason; b) whether people think they have been helped; and c) the services they accessed to get this help. We do not feel the follow up survey will pick this up.
9. We would like confirmation of the correct title for 'Talking Therapists', if they are employed by the Authority, and their role.
10. We would like reassurance that if a blended approach is taken, that members of the public who are not computer literate or are vulnerable will be given the help they need and that issues will be resolved, for example, phones are answered or forwarded on to someone else; issues with uploading photos for blue badge holders are resolved.
11. We will be recommending to the Scrutiny Programme Committee that a follow up meeting of this Working Group is held in six months, when the results of the follow up survey have been analysed and we understand better what the future holds for the Authority and its workforce.

Your Response

We hope you find this letter useful and informative. We are interested in hearing your thoughts about the issues raised and would ask that you respond to the points in our conclusions by 25 May 2021.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Cyril Anderson', with a long horizontal flourish extending to the right.

COUNCILLOR CYRIL ANDERSON
CONVENER, WORKFORCE SCRUTINY WORKING GROUP
CLLR.CYRIL.ANDERSON@SWANSEA.GOV.UK



Councillor Cyril Anderson
Convenor
Workforce Scrutiny Working Group

VIA EMAIL

Please ask for: Councillor Clive Lloyd
Direct Line: 01792 63 7428
E-Mail: cllr.clive.lloyd@swansea.gov.uk
Our Ref: CL/CM
Your Ref:
Date: 24th May 2021

Dear Councillor Anderson

Thank you for the opportunity to present to the Workforce Working Group on the 29th March 2021. The discussion and your feedback was very helpful as to how we move forward, emerging from the pandemic into a new way of working.

Your letter has raised several points which I will address in turn:

1. The Working Group asked for supplemental information and comparative data, which I have attached to the bottom of this letter
2. As I mentioned at the meeting, Trade Union engagement continues on a fortnightly basis to discuss emerging HR and health and safety points. This is in addition to service and Directorate discussions.
3. The Working group requested a copy of the Homeworking Policy which can be found on the intranet here:
<http://www.swansea.gov.uk/staffnet/article/30780/HR---Home-working-policy>
4. The Working Group suggested and sought assurance around agency workers being offered a position within the Council. This would be dependent on new posts being created within those service areas and would need to follow the Council's recruitment policy. The matter has been passed to services.
5. Further information was requested around mental health help for staff. Staff can self-refer, or through a manager. They are then triaged based on risk, e.g. suicidal ideation receives contact from a counsellor within 24 hrs, and lower risk individuals are assigned a counsellor, student or First Aider based on need. During Covid, front line staff have also been prioritised for contact within 24 hours.



There is also support, debriefing etc. for managers and a range of on-line resources are available. See more information on the intranet through this link: <http://www.swansea.gov.uk/staffnet/coronavirusstaffmentalhealth>.

The service has received significant feedback from staff, many of whom have stated they would not have remained in work without the support, particularly in Social Services and food distribution/shielding.

Over 90% of staff under the care of the service remain in work and do not go off sick.

6. The 'talking therapists' referred to in the meeting are not psychologists. They are all BACP (British Association of Counselling and Psychotherapy) accredited and qualified in Counselling and Stress management. There are also two EMDR (Eye Movement Desensitisation and Reprocessing) specialists to treat PTSD (post-traumatic stress disorder).
7. The Group sought reassurance around the support for residents where they are unable to access the internet. This was discussed at a recent Digital Inclusion Working Group and we can provide reassurance that telephone support and face-to-face appointments are still available for those residents unable to access services over the internet.

Thank you again for the opportunity to present to the group.

Yours sincerely



Y Cynghorydd/Councillor Clive Lloyd
Aelod y Cabiunet dros Ofal Cymdeithasol i Oedolion a Gwasanaethau Iechyd/
Cabinet Member for Adult Social Care & Community Health Services



Y CYNGHORYDD/COUNCILLOR DAVID HOPKINS
AELOD Y CABINET DROS GYFLWYNO A PHERFFORMIAD
CABINET MEMBER FOR DELIVERY & PERFORMANCE



Y Cynghorydd/ Councillor Andrea Lewis
Y Dirprwy Arweinydd
Cartrefi, Ynni a Thrawsnewid Gwasanaethau
Joint Deputy Leader of the Council
Homes, Energy & Service Transformation



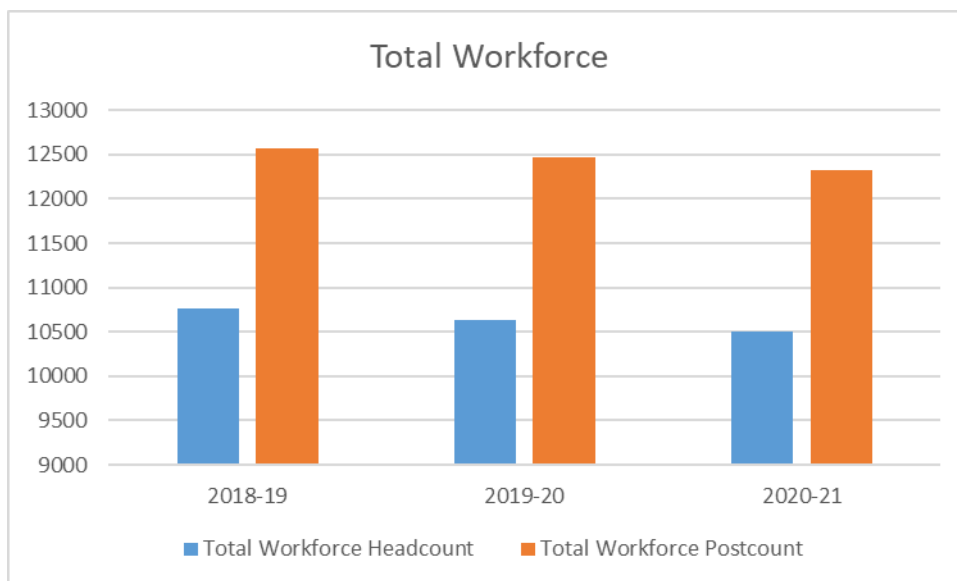
Councillor Andrew Stevens
Aelod y Cabinet dros Trawsnewid Busnes a Pherfformiad
Cabinet Member for Business Improvement & Performance

Supplementary information

Salary and Grade by Directorate:

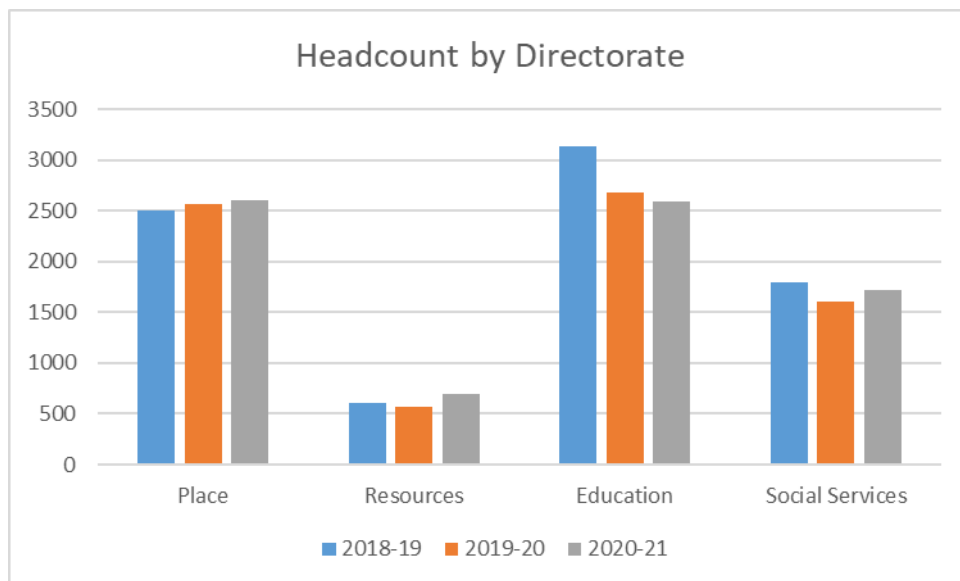
<u>Place</u>	<u>Resources</u>	<u>Education</u>	<u>Social Services</u>
Most Common Grade/Salary:	Most Common Grade/Salary:	Most Common Grade/Salary:	Most Common Grade/Salary:
GRADE_07 19-24 £28,672.00	GRADE_06 11-17 £24,491.00	GRADE_04 05-06 £19,698.00	GRADE_06 11-17 £21,748.00
Average Annual Salary:	Average Annual Salary:	Average Annual Salary:	Average Annual Salary:
£25,115.31	£29,338.28	£26,109.44	£25,608.73

Total workforce – last three years:



Changes by Directorate – last three years:

Please note these changes include restructures where teams may have moved between Directorates.



Staff Profile 2020-21 by categories requested:

	Working Pattern	Count	% Male	Count	% Female	Total
Permanent	FT	1896	61%	1188	39%	3084
Permanent	PT	231	12%	1739	88%	1970
Temporary	FT	221	42%	305	58%	526
Temporary	PT	58	16%	302	84%	360
Casual/Relief	FT	0		0		0
Casual/Relief	PT	70	32%	151	68%	221
Total		2476		3685		6161



To Councillor:

David Hopkins, Cabinet Member Delivery & Operations (Deputy Leader)

Andrew Stevens, Cabinet Member - Business Improvement & Performance

Andrea Lewis, Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)

Mark Child, Cabinet Member Adult Social Care and Community Health Services

*Please ask for:
Gofynnwch am:*

Scrutiny

*Scrutiny Office
Line:
Llinell
Uniongyrchol:*

01792 637314

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Date
Dyddiad:*

07 March 2022

BY EMAIL

CC Cabinet Members

Summary: This is a letter from the Workforce Working Group to the relevant Cabinet Members following the meeting of the Working Group on 2 February 2022. It is about the effects of the pandemic on the Workforce.

Dear Cllrs Hopkins, Stevens, Lewis and Child

The Workforce Scrutiny Working Group first met on 29 March 2021 to look at the impact of the pandemic on the health and wellbeing of staff; how the Council is supporting this; issues around home working; staff sickness; staff turnover; use of agency staff and pressures. It was agreed to hold a follow up meeting in around 6 months once the results of the second staff survey had been received and analysed. This meeting was held on 2 February 2022 and discussed the latest position, information and experience in relation to these issues, and what the future holds for the Authority's workforce. This letter provides you with feedback from this follow up meeting.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE

www.swansea.gov.uk / www.abertawe.gov.uk

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

We would like to thank David Hopkins, Adam Hill, Geoff Bacon, Adrian Chard and Rhian Millar for attending to present the report and answer questions. We appreciate your engagement and input. The Working Group found the meeting informative and interesting.

Cllr David Hopkins wished to put on record his thanks to all staff, who have worked so hard over a difficult two years.

We queried the percentage of all Council staff who are working from home. Officers agreed to provide this information outside of the meeting but require clarity on the point in time the question refers to. We will clarify this to enable officers to provide this information.

We felt the Council should have more full time rather than part time jobs at the lower end of the pay scale. We also felt there was a disparity in the percentage of female workers at the lower end. Officers responded that part of the reason the workforce strategy is being revised is to look at diversity, equality, protected characteristics etc, as all these need to play a part in who the Council recruits, where it recruits and what it does.

We queried if there is an entry exam for posts in the Waste department. Officers stated there are no entry exams, but the Authority does have a selection assessment criteria and process to appoint the best person for a job, this is the same for all jobs across the Council and is normal practice.

We asked if there is an opportunity to offer vacancies to agency staff who are being employed by the Council on a temporary basis to cover sickness etc. Officers stated that there will always be a need for some agency staff to cover sickness in essential services, but measures are being taken to reduce the numbers of agency workers and they will have the opportunity to apply for traineeship roles and other roles if they desire.

We queried how the Council is going to assess and manage agency workers in the future. We heard that the Governance and Audit Committee has been assured that line managers are complying with the agency workers policy and that this is being regularly reviewed. Also, officers are working with line managers to identify opportunities to minimise the number of agency workers. Cllr David Hopkins confirmed he is looking at this issue and will report back to scrutiny at a later stage.

We stated that we are aware that there is a Return-to-Work Policy for staff illness but queried if there is an opportunity for a member of staff to phone up anonymously and talk to someone. We were informed Occupational Health deal with a large number of responses from staff, plus there is a Helping Hands helpline which provides support and counselling which is confidential, but it is not anonymous. However, there is anonymous advice and support available on domestic abuse and harassment, the contact information is published online and the Council signposts to it. There is also training provided on domestic violence to the senior management team and managers on how to deal with this issue.

We raised the issue of workforce planning for the future as there are many employees between the ages of 40 and 60 and asked if there is a strategy to 'straighten out the curve'. Officers responded that they are not going to be selective or look to employ

younger or older people, it is about the Council ensuring it is attracting people across the board and that people of all ages are encouraged to apply for all jobs including traineeships and apprenticeships. We heard that the Council is mindful that there is a natural cliff edge of people retiring around the age of 60 and it needs to ensure the workforce is coming through with the knowledge, skills and experience to fill gaps if people choose to leave, it is about succession planning and being prepared.

We raised a query regarding sickness absence and what the roles are for the people appointed into support roles in various departments. We heard it has been identified that staff need additional support so sickness absence officers have been appointed in the main Directorates, who will support line managers and team leaders in making sure the sickness absence policy is administered and identifying proactive ways to reduce sickness and prevent sickness happening in the first place.

We requested that the Council goes back to having one Human Resources department which is responsible for all HR functions and one Cabinet Member holding this portfolio. Officers confirmed the role of Head of HR and Service Centre has just been advertised, which will bring the HR, Organisational Development (OD) and Service Centre back together all under one department and they suggested this would be a good opportunity to look at how this sits under one Cabinet Member.

We queried what measures have been tried to recruit more people into Social Services. Officers confirmed that a recruitment and development policy has been developed for Social Services which is not just about pay, it is about using different channels for recruitment, working on staff morale and offering a healthy work/life balance and flexibility. An additional recruitment officer has been brought into Social Services to look at making these roles more attractive and the Service Centre is prioritising advertising these roles. The Authority is supporting and developing leadership through mentoring and coaching and Social Services has taken this on board. There are also opportunities for career development with opportunities for Service wide progression.

We queried how the Council is supporting its staff working from home. Officers responded that the instruction is to work from home if you can. For those staff who find this difficult, they are encouraged to come into the office. Managers have retained regular contact with their staff through team meetings, 1-2-1s etc. Lots of information has been provided on working from home and up to date equipment has been provided. Officers confirmed that regarding confidentiality, the Council already had an agile workforce and it is the employees responsibility to ensure they are working in a secure environment.

We expressed concern about the rising energy costs for staff working from home and asked if the Authority advises staff on how to claim money back from the tax office. Officers confirmed that this information is made readily available to staff through the Agile Working Policy, trade unions, a link via the Council's Covid-19 FAQs page direct to HMRC website, also mentioned in staff briefings, in staff newsletter and in Phil's blog.

We requested the January figures for Occupational Health and these were confirmed as follows: Occupational Health Referrals 101 (94); Health Surveillance 78 (52); Counselling Referrals 55 (53). Officers stated that these figures were not unusual for

Alert Level Zero and that the Occupational Health team is being strengthened this year with extra funding being made available.

We were aware that the pandemic has moved forward the agile working policy and accommodation strategy considerably. Officers confirmed that the Authority started its journey on agile working before the pandemic and is now moving from how it manages its accommodation for Covid to how it manages its accommodation for the future for the workforce. It is at the final stages in terms of enabling all staff who worked from the Civic Centre and Guildhall to work in an agile environment. We heard the accommodation strategy will be informed by a number of things set against what the business needs are.

We requested feedback on the effects of long covid on staff and the support given to them. We were informed that there is a long covid protocol for local authorities in Wales which protects staff from reductions in sick pay if suffering from long covid. This protocol is coming to an end and is in the process of being reviewed to consider issues of equality and fairness across any other long term sickness absence. We heard the number of cases in Swansea is minimal with approximately 16 people affected in December and receiving benefits out of this agreement.

We queried if the Authority is aware of the number of staff working from home whilst they are ill (especially with covid). Officers stated that people could have covid but not be ill, so are fit to work and do their job. If they are not fit to work, the Authority expects them not to work. The Authority records everyone who is off ill with covid and supports them but there are not large numbers.

We felt it would be useful to have a 'one stop' shop to contact if people have several questions they want answered. We were informed that the Service Centre can answer a number of questions from staff and the public. From a Councillor point of view, we heard that they can email any questions to the Director of Resources, until the Head of HR and Service Centre post is appointed.

We queried how the Councils productivity was affected by staff working from home. Officers stated that this was a very difficult question to answer. Generally, the leadership team feels and results from the survey suggest that staff feel more productive, however, the Authority is affected by the productivity of other partners and organisations that it links in to, which can cause delays.

Panel Members raised a number of queries about surveys. We wanted to know if the Authority is considering undertaking another follow up survey and were informed the staff survey usually takes place annually but there may be opportunities to do more ad hoc surveys on particular aspects. We felt that sometimes surveys are slightly too constrained and are keen on the use of comment boxes which are open ended. Officers stated that there has to be a balanced approach as certain statistical information is required.

We heard that one difficulty was how the Authority engages with all its workforce going forward particularly front-line workers, it needs to find different ways of approaching them. Officers confirmed the survey was focussed more towards home workers as staff working from home had the most change to how they work and many front-line staff continued with their jobs.

We felt confidentiality of surveys was very important and queried if the Authority was able to ensure this. Officers confirmed they are confidential.

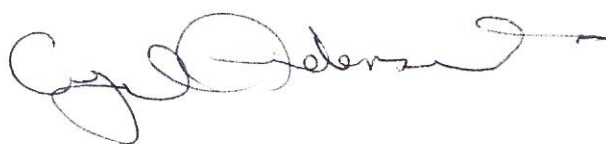
Following the meeting, we discussed progress and made the following conclusions:

1. We would once again like to give our thanks and acknowledge the hard work and commitment of all staff, the senior management team and everyone in the organisation who have worked so hard doing their jobs and supporting the people of Swansea in very difficult times.
2. We found this follow up session very useful. We felt reassured by the answers given and felt confident that the Authority is progressing in the right direction with regards its workforce.
3. We had some concerns that the recent survey may not be a true reflection of how staff are feeling as the number of responses was low. We feel the Authority needs to find ways of getting a higher response to surveys but realize this is a difficult task. We would encourage officers to, amongst other things, make more hard copies of surveys readily available; try offering incentives to staff for completing a survey; and consider including something in new employee contracts to encourage them to complete surveys.
4. We were pleased that information on how to claim money back from the tax office for working from home is made readily available to staff in various ways. We would like to see reminders of this published on a regular basis so all eligible staff can take advantage of it.
5. We were very pleased to hear that all HR functions will be brought together under one Head of HR and Service Centre. We hope that this will result in one cabinet member for this portfolio.

Your Response

We hope you find this letter useful and informative. We are interested in hearing your thoughts about the issues raised and would ask that you respond to the points in our conclusions by 28 March 2022.

Yours sincerely



COUNCILLOR CYRIL ANDERSON
CONVENER, WORKFORCE SCRUTINY WORKING GROUP
CLLR.CYRIL.ANDERSON@SWANSEA.GOV.UK

Councillor Cyril Anderson
Convener, Workforce Scrutiny Working
Group.

(VIA EMAIL)

Please ask for: Councillor David Hopkins
Direct Line: 01792 63 6141
E-Mail: cllr.david.hopkins@swansea.gov.uk
Our Ref: DH/AL/AS/MC/JG
Your Ref:
Date: 24 March 2022

Dear Councillor Anderson,

Re: Workforce Working Group

Thank you for your letter dated 7th March 2022 summarising the findings of the Workforce Working Group on 2nd February 2022.

We are particularly appreciative of the positive comments and of the recognition by the Group of the hard work and commitment of all staff across the Council.

In respect of the Group's specific comments, I can advise that;

- In relation to the "employment profile" of our workforce, particularly with regard to age, gender, full and part-time workers, these are key considerations in the Workforce Strategy and our ongoing workforce planning considerations.
- Agency worker arrangements are continually reviewed with a view to minimising numbers and offering permanent employment wherever possible.
- In addition to the information provided at the Meeting, I have been advised by Occupational Health that there is an objective, as part of the Corporate Action plan for 2022-24 to recruit more Helping Hands Volunteers across the Authority. In addition, they are working with the Education Directorate to provide a physiological support pilot, increased access to counselling, a specialist website and network of volunteers (Helping Hands Model) across all schools.
- It is also the intention to source Stress Management Advisors & Counsellors to deliver;
 - Mandatory Mental Health First Aid Training days for Managers per annum
 - Stress Risk Assessment sessions and reports
 - Employee Health and Wellbeing training days

- A proactive range of prevention workshops and activities to reduce stress and improve employee wellbeing through the Helping Hands Service within available resources
 - Menopause Support Cafes
 - Health fairs per annum to improve wellbeing, awareness and provide signposting to specialist services
- There is currently a recruitment process under way to appoint into the role of Head of HR&OD and Service Centre with a view to bringing together these two HR functions.
 - A selection process is currently under way for the recruitment of a Recruitment Specialist Officer, as well as an additional role to support on recruitment activities, particularly with regard to attracting candidates from all communities in Swansea.
 - As reported at the meeting, the long-Covid protocol is coming to an end, and the council will be reconsidering its position on these cases as guidance is received nationally.
 - Your comments regarding the employee survey are noted and will be taken into consideration to encourage officers to complete future surveys. Discussions have already taken place with CMT, Leadership Team and Trade Unions to identify ways in which we can encourage improved levels of engagement across the whole workforce.
 - Arrangements will be put in place to remind our employees who continue to work from home of the arrangements to claim monies back via HMRC.
 - As requested, it has been estimated that 95% of the workforce employed at the Civic Centre and Guildhall have worked from home during the pandemic. Overall it is estimated that approximately 1,600 officers have worked from home, away from their normal base locations during the pandemic.

Should you have any further enquiries please do not hesitate to contact us.

Yours sincerely



Y CYNGHORYDD/COUNCILLOR DAVID HOPKINS
 AELOD Y CABINET DROS CYFLAWNI A GWEITHREDIADAU
 CABINET MEMBER FOR DELIVERY & OPERATIONS



Y Cyngorydd/ Councillor Andrea Lewis
Y Ddirprwy Arweinydd/ Aelod y Cabinet dros Newid yn yr Hinsawdd a
Thrawsnewid Gwasanaethau
Joint Deputy Leader/ Cabinet Member for Climate Change & Service
Transformation



Councillor Andrew Stevens
Aelod y Cabinet dros Trawsnewid Busnes a Pherfformiad
Cabinet Member for Business Improvement & Performance



Y Cynghorydd/Councillor Mark Child
AELOD Y CABINET DROS OFAL, IECHYD A HENEIDDIO'N DDA
CABINET MEMBER FOR CARE, HEALTH & AGEING WELL



Report of the Cabinet Member for Corporate Services & Performance

Scrutiny Programme Committee – 15 November 2022

Update on Workforce Matters since February 2022

Purpose	To provide the Scrutiny Programme Committee with an update on workforce matters since the last meeting of the Scrutiny Working Group – Workforce in February 2022
Content	This report provides an update on workforce matters since February 2022 and future plans for the coming 2022-2027 period.
Councillors are being asked to	Consider the information provided.
Lead Councillor(s)	Councillor David Hopkins (Deputy Leader)
Lead Officer(s)	Rachael Davies, Adrian Chard,
Report Author(s)	Rachael Davies, Adrian Chard Supported by Craig Gimblett, Service Centre

1. Introduction

The Covid-19 pandemic placed significant pressure on the Council’s workforce. That pressure varied across services and became multi-layered throughout 2020 and 2021 and has continued throughout 2022. As we are emerging from the critical phase and are now focusing on recovery, we are aspiring to develop longer term strategies and objectives to both support and develop the workforce in a post-pandemic world.

A report was produced for the Scrutiny Working Group on Workforce in February 2022 and this subsequent report provides an update on activities since then.

2. Post Pandemic Working Model

On 28 January 2022 the legal requirement to work from home was removed but remained advisory and in March 2022 Welsh Government published *Together for a safer future: Wales' long-term Covid-19 transition from pandemic to endemic* which articulated an expectation that under a Covid Stable scenario (the current state) "there will be a gradual transition back to office working, at the same time as promoting more flexible working practices such as remote working". The report also articulated the Welsh Government's long-term aim for 30% of Welsh workers to be working flexibly at or near to home.

The Council employs circa 11,000 employees of which more than half work on the front line, based at depots, schools or in the community. Of the remainder 62 are home workers (under the council's Home Working Policy) or are dual work based and the rest have the Guildhall or Civic Centre as their assigned work base, albeit the majority have been working from home since March 2020.

Since the Government's rules around home working have been relaxed decisions about employees returning to the office or staying at home have been left to managers and employees leading to some confusion amongst employees and members about how they should be working now services have returned to business as usual. In addition, in recent weeks there have been instances of customers being unable to contact employees due to a breakdown in customer contact channels within services, leading to a rise in complaints.

To set the long-term vision for operational service delivery, Cabinet therefore approved the Council's post pandemic working model in October 2022 (**Appendix 1**). The agreed principles are:

1. **Each service¹ will have a written set of operational requirements** which reflect when, where, how, and what customers (external (i.e., the public, internal (i.e., other services/partners/members) can expect to access in terms of services, information, advice and/or guidance
2. The council will set out **corporate customer contact standards** (e.g., response times, contact options including alternative formats to meet our duty under the Equality Act 2010) as part of a customer contact strategy to provide consistency across the organisation
3. Each service will ensure **all job roles fulfil the service's operational requirements and clarify whether they are available for agile working** driven by the service's operational requirements
4. Each service will ensure **appropriate arrangements are in place to supervise and performance manage employees** in line with corporate policies, their job roles and their terms and conditions of employment

¹Directors and Heads of Service to determine definition of services for the purpose of applying working model principles; Leadership (i.e., Corporate Management Team and Heads of Service) to be included as a distinct group to define the model to be used to meet the council's democratic / Members' needs

5. Each service will seek to **minimise the accommodation space each service requires** and will aim for a maximum staff:desk ratio of 2:1
6. **During the cost-of-living crisis agile employees will be supported to work from their assigned work base or another public sector building, if they choose**
7. Each service will ensure **appropriate arrangements are in place to support the health, safety, and wellbeing of employees wherever they are working from** (including regular 121s, formal supervision or team meetings as appropriate, regular in-person team contact, ergonomic workstations and clear work / home life boundaries and recognition of caring responsibilities, housing issues and risks of domestic violence/coercive control)

Work will be commencing to assess the needs and demands of each service area, determining their operational requirements, customer standards and whether posts within each service are suitable for agile working. Once complete, the working models for each service will give clarity and long-term understanding of how the workforce will operate, including the scope of agile working that will be available to them.

3. Wellbeing and sickness absence

The all-Wales protocol relating to the management of sickness absence due to Covid has ceased and all Covid related absence is now being treated as regular sickness absence with usual monitoring and management having recommenced.

We have seen an increase in absence levels in Q1 and Q2 of this year, partly due to the continuation of covid related sickness absence but also now due to long term health condition treatments having waited for significant periods. We anticipate that this will continue for the duration of this year as the backlog of health conditions is addressed.

There have been 1212 Covid related absence instances during April to September 2022 which is double in number compared to the same period in 2021, where 601 instances occurred. With the protocol having ceased it is anticipated that this should have an impact on Q3 and Q4 Covid related absences, and we should start to see a fall in these numbers.

Specific dedicated resource is in place to support Managers in the management of sickness absence cases. Whilst sickness absence rates across the Council reduced significantly from 13.38 in 2019/20 to 7.72 in 2020, the pandemic has led to a delayed increase which was 8.11 in 2021 and is currently running at 9.14 for the first half of this year (excluding schools). The Council has maintained its' target rate of 10 days FTE.

Management of Absence Officers work with managers in Education, Place and Social Services in the pro-active management of sickness absence in those Directorates and particularly in Service areas where sickness absence is at its highest. This has included:

- Support to progress current Long Term Sickness cases of over 6 months and address cases which are progressing into 6 months and over.
- Early interventions in sickness cases to support managers and employees in progressing cases as appropriate.
- Strengthening links with Occupational Health by arranging review meetings with the OH Team to assist Managers by discussing next step plans at an earlier stage.
- Provision of additional dedicated clinics for Social Services staff, to minimise the waiting times between referrals and appointments.
- Manager training, guidance and upskilling.
- Support with Manager Compliance

Further information and data, including the impact of the Management of Absence officers in the Education, Place and Social Services directorates can be found in the Absence Management Report Update item of the September Governance and Audit Committee (**Appendix 2**).

Occupational Health continue with dedicated clinics for Social services and Place. Stress Management & Counselling (SMAC) have launched a bereavement support group. OH & SMAC have jointly launched a long-term sickness support group.

Menopause cafes and Health Fairs, which include free health checks have restarted. Additional counselling sessions are being provided to cut waiting time to avoid stress related absence. An additional in-house Occupational Health Officer has been recruited on a part time basis. A new external occupational health contract to supplement internal resource and provide Occupational Health Physicians is in the process of being established.

In addition to the information provided at the Meeting, I have been advised of the following additional support provided by Occupational Health (OH) and Stress Management & Counselling (SMAC), as part of their work on the Corporate Action plan for 2022-24 and COVID-19 recovery.

- Mandatory Mental Health First Aid Training days for Managers
- Stress Risk Assessment sessions and reports
- Mandatory Supporting Employee Wellbeing Training for managers
- A proactive range of prevention workshops and activities to reduce stress and improve employee wellbeing through the Helping Hands & Helping Paws volunteer Service within available resources
- Health fairs and checks to improve wellbeing, awareness and provide signposting to specialist services, which will commence after Christmas
- Long Term Sickness Support Group
- Bereavement support group
- Wellbeing Newsletters, including cost of living support information
- New Helping Hands volunteers have been recruited and are undergoing training
- On-line Suicide Awareness Training will launch November
- Manager Suicide Awareness Training will Launch in December 2022

- A Temporary Part Time Occupational Advisor commenced with OH in September
- The dedicated Stress Management Advisor and Counsellor for Schools commenced September and is working proactively with Education.

The Council has reconfirmed its commitment to the Dying to Work charter and re-signed the pledge in September 2022.

In terms of supporting managers to access improved data, when implemented next year the Oracle Fusion project will deliver a dashboard which will provide real time information for all managers with absence management responsibility and provide them with information on the following:

- Staff absent due to sickness (within their area only) and days lost
- Return to Work Interviews Outstanding
- Record of Action Meetings Outstanding

To support those employees working from home during the pandemic information and signposting to the HMRC tax relief of £6 per week was distributed. This arrangement with HMRC ceased at the end of the 2021/22 financial year and is no longer available for claiming in the 2022 year.

4. Agency workers

The largest total spend on agency this year to date is with Staffline (c£1.36 million) and RSD Social Care (c£373 thousand). Managers have been reminded of the appropriate use of agency workers and that approved suppliers only must be used, unless there are exceptional or emergency circumstances/situations which is authorised by Procurement.

HR&OD continue to send regular reminders to Managers to review the engagement of agency workers who have been engaged for over 12 months and Managers are required to confirm that it is still appropriate for the Council to engage an agency worker rather than employ someone in the post.

In relation to “contract spend with companies providing agency workers”, a competitive re-tender exercise for the provision of Agency Services is underway and has been advertised openly on Sell2Wales. This is currently at evaluation stage. Value for money considerations such as rates offered forms part of the assessment criteria in tender evaluation and award. Officers are progressing with the evaluation and are working towards a new contract award and commencement by 1st April 2023.

A further audit on agency usage was undertaken in Quarter 1 in 2022/23. As a result, an Assurance Level of 'Substantial' has been given. This indicates that there is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk. Further information and data is available in the September Governance and Audit item; Employment of Agency Staff Audit Report 2019/20 – Update (**Appendix 3**).

5. HR and Service Centre

The Head of HR and Service Centre has been appointed and started work with the Council in June 2022. The separate functions of HR&OD and the Service Centre now report through to one Head of Service and activity is underway to consider how best to deliver services in a cohesive and joined up way across both parts of the service.

The Head of HR and Service Centre hosted a Let's Talk session in September 2022 whereby interested colleagues could engage with the workforce strategy priorities for the future and contribute to a session whereby their views were sought on two of the strategic themes.

The Oracle Fusion project continues to be a key priority for the service area as implementation of the new system will bring about an improved employee and manager self-serve functionality, supporting the aspiration to be a modern employer of choice and use digital technology for people management activity. Successful implementation of the system will impact on the HR offer to the organisation across both parts of the HR and Service Centre function.

6. Workforce Strategy

The Workforce Strategy consultation exercise concluded earlier in 2022 and the final version was approved by Cabinet in October 2022 (**Appendix 4**). A number of activities have already commenced to support the objectives within the strategy (e.g. launch of the coaching and mentoring network) and work is underway to identify transformation projects that can achieve the strategic objectives. A project board is due to be set up shortly where progress can be measured against each objective and its associated actions.

- Theme 1 Leadership and Management**
 - Strand 1 - Culture and Behaviours
 - Strand 2 - Future Leadership
 - Strand 3 – Future Shape of the Organisation

- Theme 2 A Workforce Fit for the Future**
 - Strand 4 – Future Workforce
 - Strand 5 – Recognising Performance

- Theme 3 Being an Employer of Choice**
 - Strand 6 – Recruitment and Retention
 - Strand 7 – Workforce Development

- Theme 4 Workforce Wellbeing and Inclusion**
 - Strand 8- Supporting Our Workforce
 - Strand 9– Equality in the Workplace

7. Headcount/FTE

7.1 As indicated in the table below, headcount has increased in all Directorates. There has been a decrease in total FTE primarily due to reductions in Schools.

In Place, there has been an increase in Traineeship roles (especially in Waste Management) which then result in permanent posts at the end of the Traineeship. Some areas have also received external funding to create specific roles e.g. Workways.

Since the last report the previous Resources Directorate has been replaced by two separate Corporate Services and Finance Directorates which has been reflected in the table below.

In Corporate Services, headcount numbers include additional TTP and vaccination-line teams.

In Education and Schools the reduction in headcount and FTE is due to the reduction in numbers of additional staff in catering and cleaning brought in as a direct result of COVID. Schools funding for additional staff for pupil catch up has also ceased.

In Social Services, aside from internal investment significant funding has been received to create additional posts particularly in Social Workers, Community Care Assistants and Care staff across Residential Care and Day Services, but there has been an increase in a variety of posts across the rest of the Directorate such as the Community Equipment Service, Commissioning Team etc. There remains significant recruitment and retention issues within this Directorate which we are seeking to address.

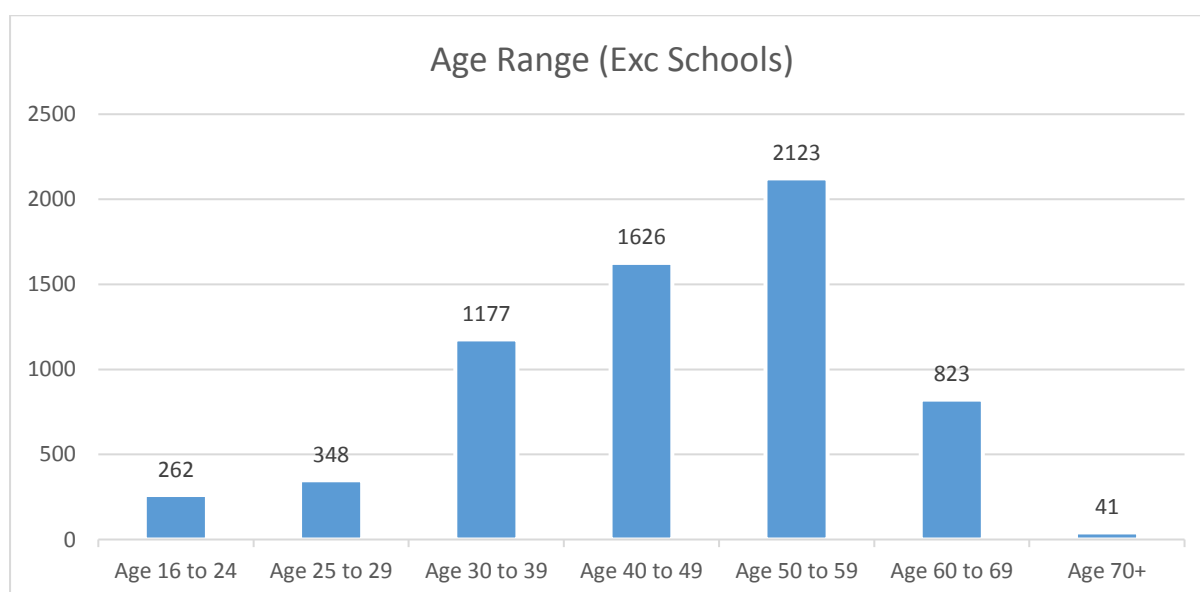
	@31/3/20		@31/12/20		@31/12/21		30-Sep-22	
Directorate	H'count	FTE	H'count	FTE	H'count	FTE	H'count	FTE
Place	2545	2281.1	2582	2324.6	2633	2373.48	2692	2350.43
Corporate Services (Resources)	632	573.81	669	608.3	852	763.46	474	421.19
Finance							248	229.72
Education (incl. Schools)	5904	4436.7	5843	4403.6	6025	4569.99	5943	4250.83
Social Services	1866	1565.4	1944	1623.9	1965	16458.59	2171	1728.95
TOTAL	10,947	8657.01	11,038	8960.4	11,475	9365.52	11,528	8,981

8. Age Profile of the Workforce

The Corporate Age Profile (Headcount excluding Schools) is as follows:

Age Range	Number	Percentage
Age 16 to 24	262	4%
Age 25 to 29	348	5%
Age 30 to 39	1177	18%
Age 40 to 49	1626	25%
Age 50 to 59	2123	33%
Age 60 to 69	823	13%
Age 70+	41	1%

The youngest employees are 16 years of age and the eldest is 82. The disparity in age ranges, as illustrated in the graph below will continue to be considered as part of the HR&OD Strategy and strategic workforce planning activities.



9. Grade profile

Excluding Chief Officers, HOS, Soulbury and centrally employed teachers, 59% of posts are occupied by women, 41% occupied by men. The numbers in grades 3,4 and 12 are almost equal. The only grade with significantly more men than women is Grade 7. This has largely remained unchanged as a result of Covid.

10. Permanent / Temporary Split

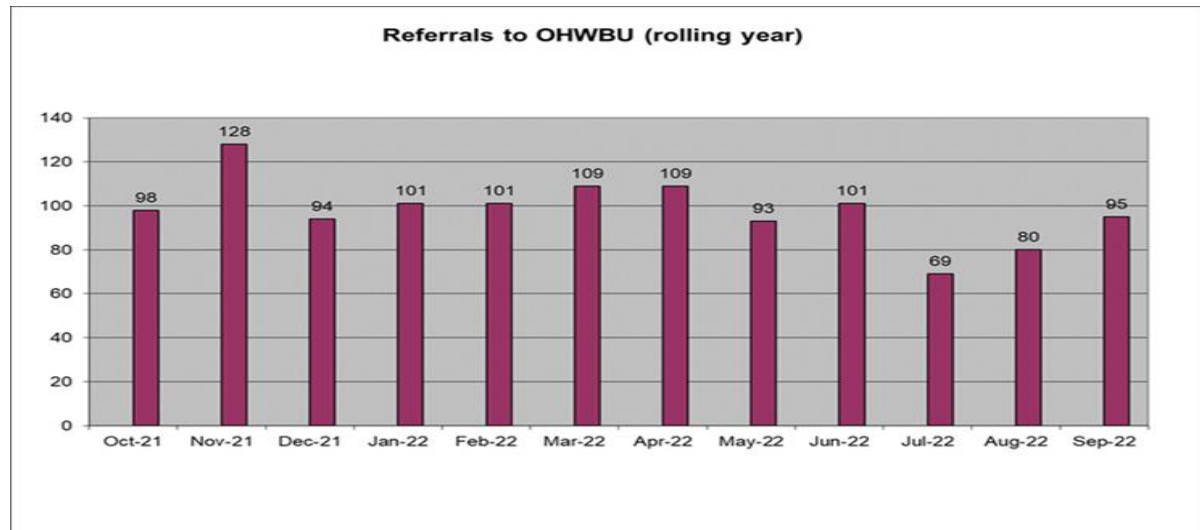
The composition of the workforce, excluding schools, as at 30th September 2022 is as follows;

Employment Category	Female	Female Percentage Split of Full and Part-time workers	Male	Male Percentage Split of Full and Part-Time Workers
Full-Time (permanent and Temporary)	1655	44%	2180	84%
Part-Time (permanent, temporary, job-share and seasonal)	2135	56%	430	16%
Total	3790	100%	2610	100%

There has been no significant impact on employment status as a result of Covid.

11. Occupational Health Data

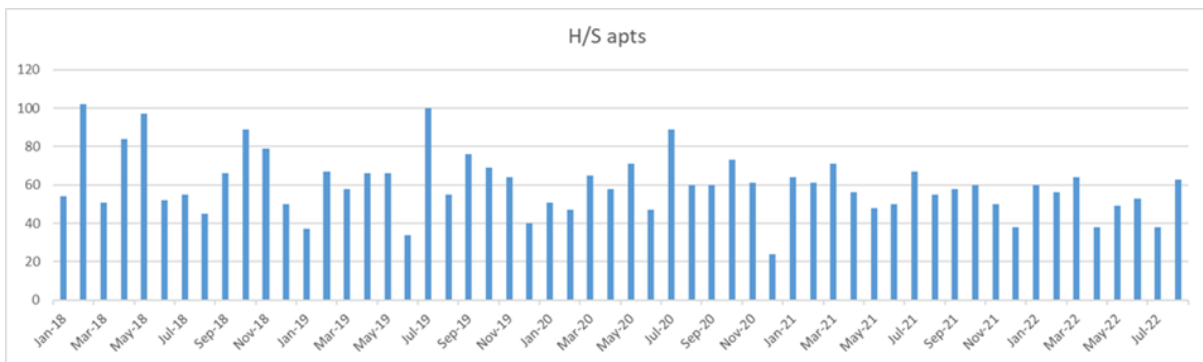
The number of Occupational Health referrals up to September 2022 are as follows;



The Number of Stress Management referrals up to September 2022 are as follows;



Health Surveillance appointments are a legal requirement for certain roles to check, lung, skin, hearing and vibration to make sure the workforce are not being made unwell through working activity. The number of appointments up to September 2022 are as follows;



12. Overall Assessment

All service areas are continuing to undertake significant and challenging activities to support the organisation and residents as we emerge from the pandemic.

The report highlights the focus on forward look – setting out our working model and approving a new Workforce Strategy to provide an opportunity to reset the expectations of our workforce and give clarity and assurance to our colleagues on what the future at Swansea Council will be.

The report also highlights the continued corporate support and advice provided to managers and the workforce in order to keep everyone safe, maintain mental health and well-being as much as possible, and continue to deliver services and support to residents.

13. Integrated Assessment Implications

13.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015

and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

13.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

13.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

13.4 The IIA (**Appendix 5**) has identified no implications in relation to the above.

14. Legal Implications

14.1 There are no legal implications.

15. Financial Implications

15.1 There are no financial implications.

Appendices:

Appendix 1 Cabinet report - Post Pandemic Working Model, October 2022

Appendix 2 Absence Management Update – Governance and Audit Committee,
September 2022

Appendix 3 Employment of Agency Workers – Governance and Audit Committee,
September 2022

Appendix 4 Workforce Strategy 2022-2027

Appendix 5 Integrated Impact Assessment

Contact: Rachael Davies/Adrian Chard

Date: 04 November 2022



**Report of the Cabinet Member for Corporate Service and Performance
Cabinet - 20 October 2022**

Post-Pandemic Working Model

Purpose:	To seek Cabinet endorsement of principles that will underpin the council's post-pandemic working model, and which take account of operational requirements, customer expectations and workforce needs
Policy Framework:	<ul style="list-style-type: none"> • Transformation and Future Development Wellbeing Objective • Agile Working Policy • Flexible Working Policy • Accommodation Strategy
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: <ol style="list-style-type: none"> 1) Cabinet approves the proposed principles for post pandemic working at paragraph 3.4 2) Cabinet delegates to the Chief Executive responsibility for applying the principles to all services 3) Cabinet requests a report on the effectiveness of the principles on operational performance, customer expectations and workforce needs to be presented in October 2023
Report Author:	Ness Young
Finance Officer:	
Legal Officer:	
Access to Services Officer:	

1. Introduction

1.1 Prior to and during the COVID19 pandemic the council has been:

- pursuing an accommodation strategy to rationalise the size of the administrative estate

- implementing an agile working¹ policy (Appendix 1) to support remote working on the basis that it would save money, and make the organisation more sustainable over the medium term
- 1.2 When the COVID19 pandemic started in March 2020, the country went into lock down and the council went into business continuity mode. All employees who could work from home were required by Government to do so, affecting around 3,000 Swansea Council office-based employees.
 - 1.3 On 28 January 2022 the legal requirement to work from home was removed but remained advisory and in March 2022 Welsh Government published ***Together for a safer future: Wales' long-term Covid-19 transition from pandemic to endemic*** which articulated an expectation that under a Covid Stable scenario (the current state) “there will be a gradual transition back to office working, at the same time as promoting more flexible working practices such as remote working”. The report also articulated the Welsh Government’s long-term aim for 30% of Welsh workers to be working flexibly at or near to home.
 - 1.4 Since the Government’s rules around home working have been relaxed decisions about employees returning to the office or staying at home have been left to managers and employees leading to some confusion amongst employees and members about how they should be working now services have returned to business as usual. In addition, in recent weeks there have been instances of customers being unable to contact employees due to a breakdown in customer contact channels within services, leading to a number of complaints.
 - 1.5 The Cabinet has made a commitment to develop a post pandemic working model which provides clarity to customers on how they can access services, and to employees on how they should be working taking account of operational requirements and workforce needs.

2. Background

Workforce composition

- 2.1 As at August 2022 the council had 6,684 employees (excluding teaching staff) of which more than half work on the front line, based at depots, schools or in the community. Of the remainder 62 are home workers² (under the council’s Home Working Policy (Appendix 2)) and dual work bases and the rest have the Guildhall or Civic Centre as their assigned work base, albeit the majority have been working from home since March 2020.

¹ Agile working is the ability to work in the place and at the time most appropriate for the task in hand and is about providing a working environment and way of working that allows choice and flexibility (extract from council policy). The policy was updated in 2021 to reflect learning from the pandemic

² The Health and Safety Executive define Home Workers as people employed to work at home for an employer

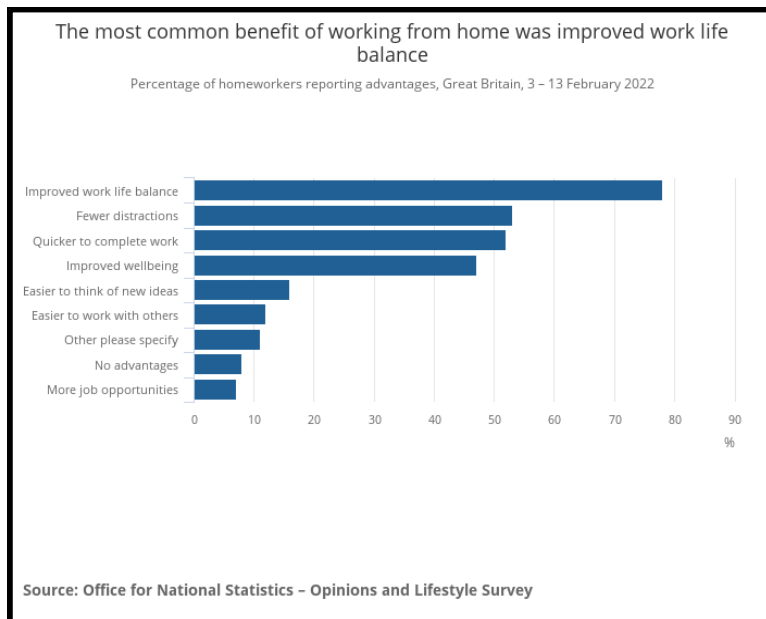
- 2.2 There are different working models operating across the council, reflecting the wide range of services and delivery models in place. The pandemic highlighted this fact, with many front-line workers (e.g., carers, refuse workers and teachers) being required to continue to work from their usual workplace (with necessary safeguards) while others were required to work from home. Notwithstanding this distinction in some cases those who could work from home (e.g., managers of front-line workers) chose to work alongside their teams to provide leadership and support.
- 2.3 As well as working from a variety of locations, there are differences in the way services and employees are supervised and managed, with managers' having the discretion to apply policies relating to flexible working³ (Appendix 3) and flexitime⁴ (Appendix 4) and / or local management arrangements depending on operational requirements. In addition since 2018 just under 200 employees⁵ have been part of an agile working pilot testing a new way of working that prioritises employee outputs and outcomes over when, where and how employees work (albeit they are still required to meet the terms and conditions of their employment (e.g, working hours)). The pilot has been well received by participants (who report higher levels of productivity and wellbeing arising from the new way of working) and it is due to be formally evaluated to determine whether the arrangement should continue and/or be extended to other services.
- 2.4 Although not appropriate for all job roles, as well as reducing costs, employees report several benefits from agile/remote working shown in the graph below.⁶

³ Flexible working is defined as flexibility in employment that assists individuals in meeting their various domestic commitments, and gives them a greater choice over where, when and how they work

⁴ Flexitime is a scheme which gives employees the ability to manage the distribution of the hours they work within agreed parameters

⁵ HR&OD, Service Centre, and Property Services

⁶ Is Hybrid Working Here to Stay? ONS Opinions and Lifestyle Survey, May 2022



2.5 There is a consensus that hybrid working⁷ will become increasingly commonplace across the UK with the ONS survey results indicating that most employees who were working remotely during the pandemic would like to continue to do so, albeit with some time spent in the office. However, during the current cost of living crisis employees are likely to weigh up the costs of staying at home against the cost of office working and make seek, at least in the short term, to increase the amount of time they spend in the office.

2.6 A recent survey undertaken by APSE⁸ shows that councils across the UK are grappling with the challenge of developing post-pandemic working models. The report identifies a range of factors that organisations are taking into account as they move to a hybrid working model and these are considered in section 3 below.

Employee Accommodation

2.7 Under the accommodation strategy, the council has entered into a strategic partnership with Urbansplash⁹ and the current expectation is that the Civic Centre will be vacated by the first half of 2025. It has also acquired 277-279 Oxford Street, to create a City Centre Community Hub planned for late 2023, which will house a number of council front facing services currently based at the Civic Centre. In addition, plans are also in place to create a central Public Sector Hub for back-office services also by 2025. Both Hubs are expected to attract partner organisations. These plans will be facilitated by the council's agile policy (based on the aim to reach a maximum staff: desk ratio of 2:1 and provision of collaborative and quiet spaces) and the use of surplus accommodation in the Guildhall. In

⁷ Hybrid working is where an employee splits their time between their work base and a remote location

⁸ APSE Briefing 22-34 Post- Covid Return to Office Working, September 2022

⁹ Cabinet report Nov 2019 'City Centre Marketing of Strategic Site Joint Venture Opportunity and FPR7' and the subsequent approval from Cabinet to include the Civic Centre as a Strategic Development site

the meantime, occupation of the Guildhall and the Civic is being organised to reflect the future model and there will continue to be sufficient desk space to accommodate a significant return to the office should that happen during the winter months.

3. Post-Pandemic Working Model

- 3.1 The Post-Pandemic Working Model must reflect the different services the council provides and while it cannot therefore be a single model, there can be consistency in the way in which services determine their own working models to ensure operational requirements are met and employees are treated fairly.
- 3.2 There are a number of external and internal factors which will influence each service's working model, including

External Factors

- **Customer access needs:** i.e., when, where, how, and what customers can access in terms of services, advice, information, or guidance. This includes ensuring customers can contact the council and get a timely response online, by telephone or face to face.
- **Job Roles:** may have specific operational requirements that mean agile working is not applicable (e.g., refuse collection)
- **Cost of living crisis impact on customers and employees' prosperity, health, and wellbeing** is expected to increase demand for services and to impact on where employee's work where they have a choice
- **Council's financial outlook:** the cost-of-living crisis and energy costs are already having a significant impact on council budgets which will continue to drive the need to reduce costs and make savings
- **Climate change:** is a driver for reducing the administrative estate. However, the emissions council buildings and those arising in employees' homes while they are working remotely both form part of the council's carbon footprint and so need to be considered in the round
- **Local economy:** the council is a major employer in the local economy and decisions about its working model(s) could have a positive or negative impact on the local economy. The extant accommodation strategy to create community and public sector hubs seeks to protect the local economy while also delivering cost reductions and workforce policies that support employee health and wellbeing.

Internal Factors

- **Accommodation provision:** the council's accommodation strategy will provide two new hubs as well as capacity in the Guildhall, which combined will be sufficient to meet the accommodation needs of the agile workforce

- **Digital technology provision:** since the onset of the pandemic the council has demonstrated it has the capacity and capability to enable staff to work remotely
- **Workforce health and wellbeing: whilst remote working can have positive benefits to employees by enabling work/life balance to those with caring responsibilities or transport challenges, and support those with a long term health condition or mobility issue** it can also lead to feelings of loneliness and isolation and/or longer working hours, which need to be managed
- **Recruitment and retention challenges:** could be reduced in some services by offering agile working which is deemed attractive in the labour market and can enable the council to access talent further afield
- **Workforce policies:** the council's has extant agile working and flexible working policies both of which are at managers' discretion and are dependent on operational requirements of the service being met
- **Supervision / performance management of employees:** a consistent approach to supervision / performance management is needed when adopting different service models to ensure fair treatment

Post-Pandemic Working Principles

3.3 Developing a set of principles to determine the design of service working models can help to:

- keep important factors (e.g, customer access, workforce needs) front and centre
- ensure consistency and fairness across the organisation
- communicate to employees and customers the basis on which different service models are designed

3.4 Taking account of the factors identified in paragraph 3.2 above the following principles are proposed:

1. **Each service¹⁰ will have a written set of operational requirements** which reflect when, where, how, and what customers (external (i.e., the public, internal (i.e., other services/partners/members) can expect to access in terms of services, information, advice and/or guidance
2. The council will set out **corporate customer contact standards** (e.g., response times, contact options including alternative formats to meet our duty under the Equality Act 2010) as part of a customer contact strategy to provide consistency across the organisation
3. Each service will ensure **all job roles fulfil the service's operational requirements and clarify whether they are available for agile working** driven by the service's operational requirements
4. Each service will ensure **appropriate arrangements are in place to supervise and performance manage employees** in line with

¹⁰Directors and Heads of Service to determine definition of services for the purpose of applying working model principles; Leadership (i.e., Corporate Management Team and Heads of Service) to be included as a distinct group to define the model to be used to meet the council's democratic / Members' needs

corporate policies, their job roles and their terms and conditions of employment

5. Each service will seek to **minimise the accommodation space each service requires** and will aim for a maximum staff:desk ratio of 2:1
6. **During the cost-of-living crisis agile employees will be supported to work from their assigned work base or another public sector building, if they choose**
7. Each service will ensure **appropriate arrangements are in place to support the health, safety, and wellbeing of employees wherever they are working from** (including regular 121s, formal supervision or team meetings as appropriate, regular in-person team contact, ergonomic workstations and clear work / home life boundaries and recognition of caring responsibilities, housing issues and risks of domestic violence/coercive control)
8. The council will **ensure the workforce and digital strategies provide employees with the training and development** they need to work in an agile environment
9. The council will **work with Public Service Board partners and other local authorities to identify physical locations in and outside the county from which employees can work on a hot desk¹¹ basis**. Employees will also be encouraged to use the Welsh Government's Local Remote Working hubs¹²

- 3.5 Guidance and support will be provided to service areas on how to prepare their operational requirements and customer standards in line with the above principles. This will include the requirement for an IIA to be completed to ensure that impact on key groups has been fully considered.

Assurance that the IIA process has been duly completed and approved by Access to Services prior to submission to Directors will be required.

4. Integrated Assessment Implications

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

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

¹¹ Hot desking is when multiple workers use a single physical workstation during different time periods

¹² at Canolfan y Bont, Pontarddulais, Swansea (Hub Cymru), Blaen-y-maes Drop in Centre, Swansea (Hub Cymru) and Swansea (Indycube)

- Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs
- 4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.4 An IIA Screening Form has been completed with the agreed outcome that a full IIA report was not required: The summary of impacts has been categorised as low providing the agreed principles are applied correctly. Whilst the proposed working model principles apply to all Council employees they largely reflect existing policies and their impact on specific groups is low. However, when adopting the principles a separate IIA will need to be undertaken by each service due to the operational requirements potentially impacting on service users. The customer service standards will also need a separate IIA as part of their development due to the impact on service users. This assessment will be submitted to Directors along with operational requirement proposals before any changes are implemented.
- 4.5 With regard to involvement, key stakeholders including council employees, managers and recognised Trade Unions have been involved in the development of the council's agile and flexible working policies. Public Service Board Members will be involved in developing members of the Public Service Board and they will be involved in developing a network of locations from which agile employees can work..
- 4.6 The report adheres to the transformation and future council development well-being objective in the Corporate Plan - so that we and the services that we provide are sustainable and fit for the future.
- 4.7 The risks surrounding the project are considered low as the policies on which the principles are based are already in place. The principles provide a framework that will ensure the policies are adopted and implemented in a consistent and fair manner.
- 4.8 With regard to the cumulative impact of the project, there will be changes to the working model as a result of the implementation of the principles

identified in paragraph 3.4 above. However, these changes are internal and would be considered as overall improvements. To provide surety, when the IIA process is undertaken by services as part of their model development, impact on staff of the proposed way of working will need to be fully considered.

- 4.9 The report proposal identifies that there will be impact on a wide range of staff groups as a result of its approval, but the impact will not be known until each service area completes their operational requirement and customer standard model. This is an internal mechanism and each individual service will need to fully consider the impact of their specific model on key groups, the public in general and members of their workforce. Individual IIA's will be carried out by services to support this process. The guidance and support provided to service areas will ensure that the IIA process is duly completed and that Access to Services are engaged with the assessment process prior to submission to Directors for approval.

The customer services standards proposed in this report will require its own IIA process to support its development.

5. Financial Implications

- 5.1 There are no direct financial implications arising from the recommendations in this report. However, fundamental changes to the shape of future service provision and location of services and employees, will have a widespread impact across a range of budgets. Given the financial outlook for this Council, along with all others there is a presumption that the overall budgeted costs will reduce and make a contribution to wider service efficiencies and budgetary savings. The cost of that transition will also need to be carefully managed given the future constrained resource outlook.

6. Legal Implications

- 6.1 There are no direct legal implications as a result of this report.

Background Papers: None

Appendices: available on-line here:

<https://democracy.swansea.gov.uk/ieListDocuments.aspx?CIId=124&MIId=10822&Ver=4&LLL=0>

- Appendix A Agile Working Policy
- Appendix B Homeworking Policy
- Appendix C Flexible Working Policy
- Appendix D Flexi Time Scheme



Report of the Director of Corporate Services

Governance and Audit Committee – September 2022

Absence Management Audit Report Update

Purpose:	To provide an update on the Absence Management audit report for the above period
Report Authors:	Adrian Chard (Strategic HR&OD Manager) Sian Williams (Service Centre Manager)
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar
For Information	

1. Introduction

- 1.1 As a result of the first internal audit on Absence Management carried out in 2020, an assurance level of moderate was given.
- 1.2 An action plan was developed to address the issues identified and appropriate implementation steps put in place.
- 1.3 This action plan identified High Risk and Medium Risk actions as previously reported to the committee in September 2021 all recommendations have been implemented, with the exception of;

“Consideration should be given to having a discussion with the provider of the Interflex system to provide reports highlighting instances of ‘unauthorised absences’ – this was considered non-cost-effective.

2 Further progress as at September 2022

- 2.1 As reported previously, in line with the Oracle Fusion project a Manager dashboard is in development and nearing readiness for User Acceptance

testing This will provide real time information for all Managers with absence management responsibility and provide them with information on the following:-

- Staff absent due to sickness (within their area only) and days lost
- Return to Work Interviews Outstanding
- Record of Action Meetings Outstanding

This information will also be available to the “Manager’s” Manager, providing additional data and information to improve Absence Management across the authority.

- 2.2 The monthly reminders to Managers has had a positive impact in terms of queries and requests for additional training.
- 2.3 Development of the Learning Module in Fusion is progressing and will provide an additional tool to further improve compliance in completing mandatory sickness management training.
- 2.4 There is continued improvement in terms of completing Return to Work and Record of Action meetings and these details can be provided to the Committee.
- 2.5 Management of Absence Advisors have been appointed in the Education, Place and Social Services Directorates to support Managers in ensuring compliance with our Sickness Absence Policy and to identify proactive ways in managing and reducing sickness.

This has included;

- Support to progress current Long Term Sickness cases of over 6 months and address cases which are progressing into 6 months and over.
- Early interventions in sickness cases to support managers and employees in progressing cases as appropriate.
- Strengthening links with Occupational Health by arranging review meetings with the OH Team to assist Managers by discussing next step plans at an earlier stage.
- Provision of additional dedicated clinics for Social Services staff, to minimise the waiting times between referrals and appointments.
- Manager training, guidance and upskilling.
- Support with Manager Compliance

In partnership with Trade Unions, updated guidance has been developed in relation to the ‘Dying to Work’ Charter.

Stress and Coronavirus related absences are being monitored and have started to decrease. This will continue to be a key focus for the team going forward.

2.5.1 Place Directorate;

- i) Direct support has initially been given to Corporate Building Services, whereby absence levels reduced by 50% during the pilot.
- ii) Absence levels were reduced by 45% during the pilot in Waste, Parks & Cleansing. Absence levels reduced by 57% during the pilot in Housing and Public Health.
- iii) All three departments made vast improvements in terms of Return to Work and Breaches Compliance and have implemented administration systems in the departments to support and prompt managers for all absence related actions.
- iv) Support has just commenced with the Highways & Transportation service.

2.5.2 Social Services;

- i) Support has been required to progress current Long Term Sickness cases of over 6 months and to address a high level of cases which are progressing into 6 months and over. This is still identified as a key priority.
- ii) There is continuation of intervention arrangements to ensure HR advice is provided for all cases at 4 months with allocation of a HR Advisor. The Management of Absence Advisor continues to monitor cases to provide advice on next step and return to work plans, signpost support and progress cases forward. As a result, Long term sickness has reduced against a background of high volumes of cases progressing from intermittent to long term sickness.
- iii) Monthly review meetings continue with the OH Team and a new monthly report supports Managers to complete routine Occupational Health referrals at the relevant stage, in line with the Policy.
- iv) Additional dedicated Social Services clinics continue to minimise the waiting times between referrals and appointments
- v) Whilst most Service areas have now attended Absence Refresher training which has been a key priority over the last 12 months. Policy refresher training is still available to all Managers across the directorate. 16 virtual sessions have taken place since March 2021. Workshops are also available to be delivered on an adhoc basis, to focus on certain targeted aspects of the Policy, as and when required.
- vi) Support with Manager compliance has been the key focus over the last few months. Monthly notification emails are monitored and sent to Managers in terms of outstanding return to work and breach interviews. These are designed to help identify any training / upskilling needs, to offer managers guidance and support and to ensure meetings are scheduled in a timely manner and in line with the Policy.

- vii) Stress and Coronavirus related absences continue to be reported and monitored on a monthly basis. Advice and Guidance is offered in terms of key support services as cases arise.

2.5.3 Education Planning & Resources – Catering & Cleaning:

- i) Work is ongoing to increase return to work compliance within this area. The rate of return figure is now considerably less as a result of the appointment of the Management of Absence Advisor in this area. We are looking to introduce a collaborative approach to the completion of the forms where the employee works across both catering and cleaning.
- ii) The Advisor completes all sickness meetings on behalf of the managers within Catering & Cleaning to ensure that all outstanding breaches are completed. Refresher and/or new training will then be provided to the managers.
- iii) With regard to long-term sickness, monthly meetings take place with the Catering & Cleaning Team Leader. Progress has been made where final absence review meetings have been completed.
- iv) Weekly catch up meetings with the Catering & Cleaning admin staff that deal with sickness have been introduced.
- v) Roles and responsibilities in relation to the management of absence processes have been reviewed. These will be introduced and incorporated into the day to day management of sickness within the section.

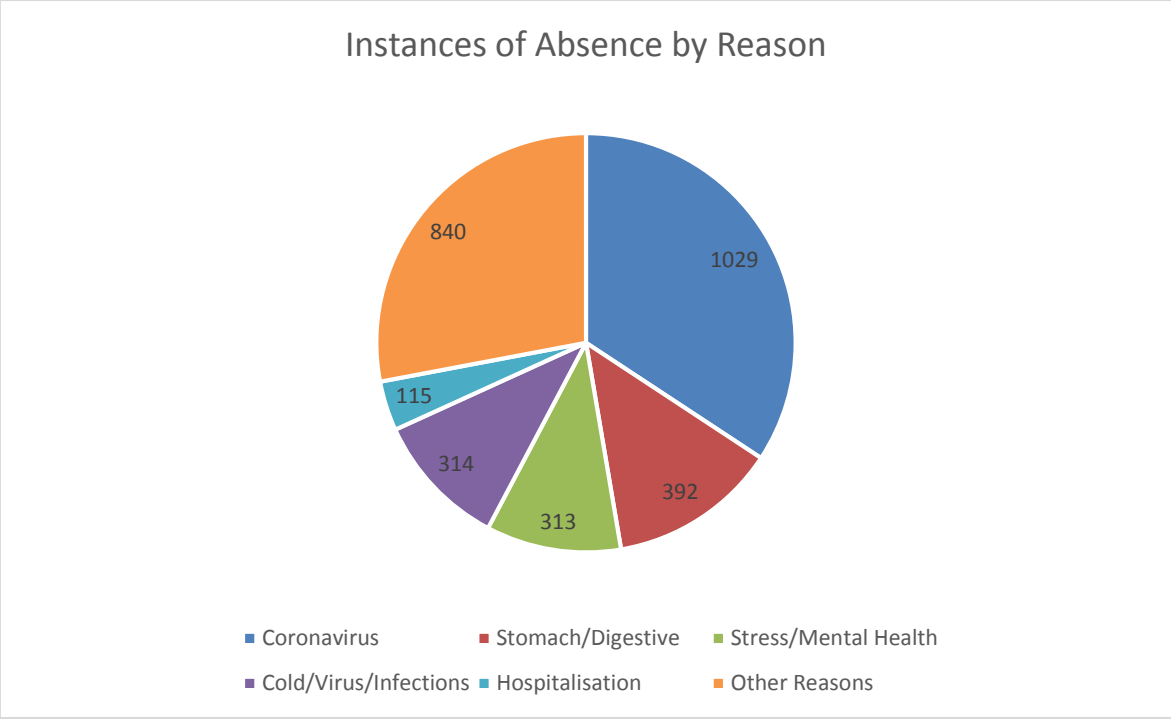
3. Sickness Data

For information purposes, please see the following table in relation to sickness absences since 2019/20;

Avg FTE Sick per FTE	19/20	20/21	21/22	Apr 22 - Jul 22
Directorate	Avg FTE Sick per FTE (APR to MAR)	Avg FTE Sick per FTE (APR to MAR)	Avg FTE Sick per FTE (APR to MAR)	Avg FTE Sick per FTE (APR to JUL)
Corporate Services (From April 22)	N/A	N/A	7.58	3.21
Finance (From April 22)	N/A	N/A	7.81	2.80
Education (Central)	14.46	10.05	17.39	6.89
Place	14.24	10.39	14.53	5.32
Resources (up to March 22)	6.58	4.49	N/A	N/A
Social Services	16.67	16.59	19.40	6.17
TOTAL FOR AUTHORITY (Central)	14.12	11.52	15.40	5.48

Please note that these figures include Schools and Covid-related absences. A further initial report has been run to exclude Covid-related absences for the period from April to August 2022 and indicates a total Average Sickness Rate of 6.84 which reduces to 5.50 when Covid-related absences are excluded.

The reasons for absence for this current financial year have been broken down as follows;



Please note that the above chart identifies the main reasons for absence as identified in Oracle. “Other Reasons” includes a whole range of reasons where instances are less than one hundred.

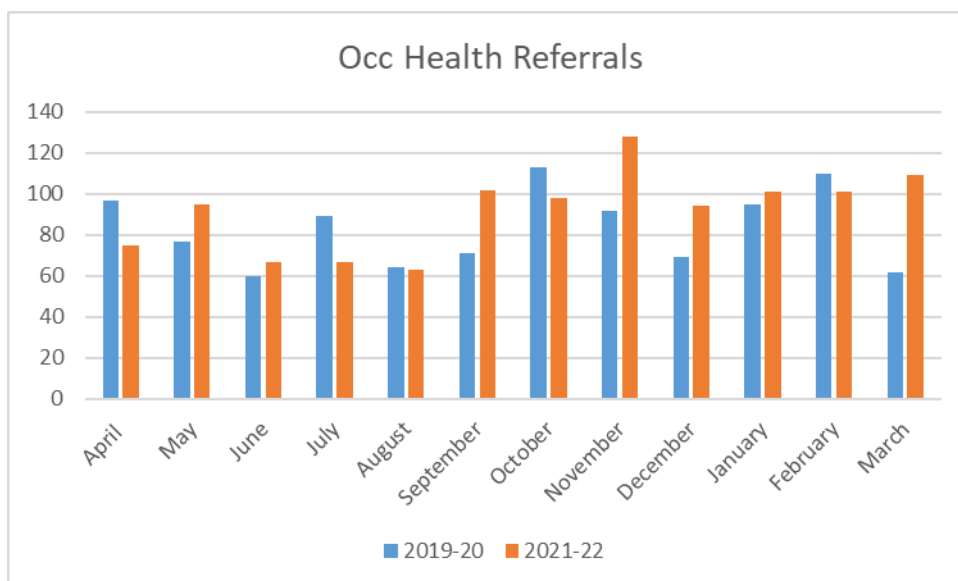
4. Occupational Health Support

Occupational Health (OH) continue with dedicated clinics for Social services and Place. Stress Management & Counselling (SMAC) have launched a bereavement support group. OH & SMAC have jointly launched a long term sickness support group.

OH have restarted the menopause cafes and Health Fairs, which include free health checks. Additional counselling sessions are being provided to cut waiting time to avoid stress related absence.

An additional in-house Occupational Health Officer has been recruited on a part time basis via ERF funding, with a further applicant to be interviewed shortly. There remains a vacant Principal Occupational Health Adviser post after three rounds of advertisement. A new external OH contract to supplement internal resource, and provide Occupational Health Physicians is due to be tendered in September.

The number of Occupational Health Referrals for the last two financial years are illustrated below;



5. Integrated Assessment Implications

5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.2. The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

5.3. Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion,

carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 5.4 There is no direct cumulative impact on people and /or communities other than to ensure that services are supported through provision of suitable resources, with appropriate governance, in line with Council policy. There are no implications identified through the Integrated Impact Assessment (IIA) process.

6. Financial Implications

- 6.1 There are no financial implications other than those set out in the body of the report.

7. Legal Implications

- 7.1 There are no legal implications other than those set out in the body of the report.

Appendices;

APPENDIX A Impact Assessment Report



Report of the Director of Corporate Services

Governance and Audit Committee – September 2022

Employment of Agency Staff Audit Report 2019/20 - 2022 Update

Purpose:	To report on actions arising from the Employment of Agency Staff Audit report.
Report Author:	Adrian Chard, Strategic HR&OD Manager
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar
For Information	

1. Introduction

- 1.1 As a result of an internal audit on the Employment of Agency Staff carried out in 2019/20, an assurance level of “Moderate” was given.
- 1.2 Actions have been taken to address the issues identified and appropriate implementation steps put in place.
- 1.3 At the June 2021 Governance and Audit Committee Meeting it was “resolved that the Strategic Human Resources and Organisational Development Manager provide an update report” which was provided to the Committee meeting on 12 October 2021 which addresses the issues raised by the Committee as follows;
 - *The increase in the number of agency workers being used and how the figures provided were a snapshot in time;*
 - *The overall aim being to reduce agency worker costs through offering traineeships;*
 - *Reduction in contract spend with companies providing agency workers;*
 - *Providing details of full-time equivalent posts in order to establish the total spend / average hourly rates which will highlight the number of full-time equivalent staff required;*

- *Frontline services offering full-time positions as opposed to hiring agency workers and providing a breakdown of costs involving agency workers;*
- *Why permanent cover was being provided in the Central Transport Unit by agency workers, not employed staff and how similar pockets had been identified across the Council which were being addressed;*
- *The Agency Worker Policy being a strategic policy, whereby any operational matters would have to be addressed by specific service areas / departments;*
- *The fact that school workers were not included in the figures provided and in future including those details in figures provided;*
- *Internal Audit undertaking detailed work around service areas who have a high usage of agency workers and to focus upon sickness / absence rates in those areas;*
- *The possibility of Scrutiny investigating the topic further, particularly the Workforce Working Group in order to provide additional assurance;*
- *The Agency Workers Policy being robustly complied with throughout the Authority in order to drive down sickness absence, costs and to provide assurance.*

2. Recent Actions Undertaken

- 2.1 Emails were issued in Spring 2021 and 2022 to members of the Corporate Management Team reminding Managers to ensure that they comply with the Agency Worker Policy.
- 2.2 Following due consultation, a revised Agency Worker Policy has been implemented will act as a platform for further engagement with Managers on the engagement of Agency Workers in their respective areas.
- 2.3 HR&OD continue to send regular reminders to Managers to review the engagement of agency workers who have been engaged for over 12 months and Managers are required to confirm that it is still appropriate for the Council to engage an agency worker rather than employ someone in the post.
- 2.4 In relation to “*contract spend with companies providing agency workers*”, a competitive re-tender exercise for the provision of Agency Services is underway and has been advertised openly on Sell2Wales. This is currently at evaluation stage. Value for money considerations such as rates offered forms part of the assessment criteria in tender evaluation and award. Officers are progressing with the evaluation and are working towards a new contract award and commencement by 1st April 2023.
- 2.5 A further audit was undertaken in Quarter 1 in 2022/23. As a result, an Assurance Level of 'Substantial' has been given. This indicates that there is a sound system of internal control but there is some scope for improvement as the ineffective controls may put the system objectives at risk.

3. Agency Worker Numbers

Total number of Agency Workers engaged through the corporate contracted agencies (Staffline and RSD Social Care), and reflecting the Governance and Audit Committee request are now detailed monthly as follows;

Directorate	Service Area	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
Place	Corporate Building Services	0	0	0	0	0	0	2	2	5	7	7
	Cultural Services	0	2	2	2	2	2	2	1	2	2	2
	Highways & Transportation	12	19	17	17	15	19	18	16	16	17	18
	Housing & Public Health	1	1	0	0	0	0	0	0	0	0	0
	Planning & City Regeneration	2	2	2	2	2	2	3	3	3	3	3
	Property Services	0	0	0	0	0	0	0	0	0	0	0
	Waste Parks & Cleansing	157	149	143	138	136	134	134	117	130	134	145
	Place Total	172	173	164	159	155	157	159	139	156	163	175
Social Services	Adult Services	8	7	5	4	14	10	17	22	28	34	39
	Child & Family	1	1	0	0	19	4	4	3	2	5	5
	Social Services Total	9	8	5	4	19	14	21	25	30	39	44
Corporate Services/ Finance	Occ. Health (within Comms & Marketing)	0	1	1	1	1	1	1	1	1	1	1
	Digital and Transformation	1	1	1	1	1	1	1	2	0	0	0
	Financial Services and Service Centre	0	0	0	0	0	0	0	0	0	0	0
	Legal, Democratic Services & Procurement	0	0	0	0	0	0	0	6	6	0	0
	Corporate Services/ Finance Total	1	2	2	2	2	2	2	9	7	1	0
GRAND TOTAL	182	183	171	165	176	173	182	173	193	203	219	

Numbers have remained steady in the Place Directorate and have reduced overall in Waste Parks and Cleansing. There has been an increase in numbers in Adult Services to help meet the resource challenges facing this service area. It should be noted that these are primarily part-time workers and some working in multiple roles.

4. Agency Worker Cost

Total spend/cost of Agency Workers for 2021/22 was £5,879,140.

The monthly spend for 2022/23 so far, is as follows;

	Apr	May	Jun	Jul	Aug	Grand Total
Aled Simons				£1,080.00		£1,080.00
Wellell UK Ltd		£3,974.00		£3,585.00		£7,559.00
Beverly Goold	£2,958.00	£1,465.00	£1,513.00	£1,513.00		£7,449.00
Manpower UK Ltd	£1,960.00	£2,598.00	£1,960.00	£2,503.00	£543.00	£9,564.00
Steddy Ltd	£5,653.00	£5,588.00	£5,162.00	£4,968.00		£21,371.00
Ace Social Work Ltd	£2,275.00	£450.00	£1,913.00	£2,475.00	£3,788.00	£10,901.00
Hays Specialist Recruitment Ltd	£30,674.00	£33,429.00	£35,537.00	£26,040.00	£39,396.00	£165,076.00
RSD Technology Ltd	£36,047.00	£43,496.00	£107,749.00	£47,129.00	£12,417.00	£246,838.00
RSD Social Care	£139,295.00	£8,195.00	£77,413.00	£81,358.00	£67,279.00	£373,540.00
Prospero Group Ltd	£2,635.00					£2,635.00
Staffline Group Plc T/A Select Appointments Ltd	£278,817.00	£291,425.00	£378,951.00	£310,861.00	£103,554.00	£1,363,608.00
Grand Total	£500,314.00	£390,620.00	£610,198.00	£481,512.00	£226,977.00	£2,209,621.00

The largest total spend this year is with Staffline (c£1.36 million) and RSD Social Care (c£373 thousand). The above figures also include provision for consultancy work, primarily in Social Services and the provision of the Welsh Government Social Care Bonus.

Further analysis of these costs have identified small numbers of agency workers engaged via non- corporate contracted agencies. There is 1 FTE in the Baling Plant (via Manpower UK Ltd), where consideration will be given to an alternative employment model. In addition, in Social Services, there was less than 1 FTE (via Prospero Group) that was used for support staff cover for emergency placements in May, and less than 1 FTE for provision of cover in Domiciliary Services to ensure continuity of service in those key areas .

The engagement of non-corporate contracted agencies has been addressed. Firstly, these agencies are no longer being used, and in addition and all Managers via a briefing note have been reminded of the appropriate use of agency workers and that approved suppliers only must be used, unless there are exceptional or emergency circumstances/situations which is authorised by Procurement.

5. Compliance

Heads of Service were contacted to feedback on the compliance measures indicated in the Audit Report as follows:

- Confirmation of budget provision should be obtained and retained for all agency staff appointments.
- HoS approval should be obtained and retained for all appointments of agency workers by line managers.

- Confirmation of appropriate pre-employment checks should be obtained from the Agency and retained by the line manager.
- Confirmation of further budgetary provision should be obtained and retained when agency workers contracts are extended
- Written requests should be submitted to HoS for re-approval when agency workers contracts are extended. This should be in advance of the contract being extended.
- Agency workers engaged by the Council for more than 12 weeks should be made aware that they are entitled to equal treatment on basic working and employment conditions.

6. Social Services Directorate Feedback:

The Directorate remains compliant in all areas and the Social Services Workforce Lead now has Directorate oversight and governance over the engagement of Agency Workers.

Agency worker use has increased across Residential Care due to the impact of COVID on workforce stability and this is reflected in the Agency numbers contained in the table in Section 3.

7. Place Directorate Feedback;

7.1 Corporate Building Services

The increase in numbers in Corporate Services are to provide temporary cover for administrative assistance whilst permanent appointments are made, and to provide seasonal and sickness cover in Cave Street.

7.2 Waste, Parks and Cleansing

Confirmation has been received that this Service area continues to remain compliant in all areas.

Agency staff are engaged for one of the following reasons:

- To cover temporary absences of employed staff, such as sickness, leave, and to cover staff released for Traineeship activities, where there is a need to maintain the level of resource
- To cover temporary positions where the use of agency is considered to most appropriate method, often where the length of need is unknown, or temporary/seasonal recruitment has been unsuccessful.
- To cover permanent positions pending recruitment
- To cover peaks in workload on different waste collection rounds on isolated days of the week

It is intended that Agency staff will continue to be used, where most appropriate, until either recruitment into permanent positions has taken place, or permanent/seasonal/temporary recruitment becomes the most appropriate way to fill a role.

Alternative options to minimise use of agency staff continue to be explored and used, and is demonstrated as follows:

- i. We have recruited 104 new starters and Trainees over the last 5 years in Waste, Parks, & Cleansing, including 30 new Trainees in Waste Management who started in September 2022
- ii. We have trained and given Relief Driver roles to 15 Waste Operatives as cover for Driver absences to avoid the need for agency drivers
- iii. We are using contractors to supplement toilet and beach cleaning following an unsuccessful seasonal recruitment, to avoid the use of agency.
- iv. More roles previously considered temporary are being replaced with permanent roles to allow the transition from agency workers to permanently employed staff

Confirmation of budget provision is obtained and retained for fixed term placements. There is an allocated budget in Waste Management to cover an agency requirement to maintain the staffing structures required to provide the service every day. Budget allocation is gradually moving from the Agency line into the Staffing line year on year as we reduce reliance on agency through traineeships.

HoS approval is obtained and retained for fixed term placements. There is ongoing approval to request agency resources on a daily basis to ensure that the staffing levels meet the requirements to deliver the service on a daily basis. Some of these requirements are not known until 6am on the day, due to last minute 'no shows'. The new draft of the Agency Policy reflects this.

Confirmation of appropriate pre-employment checks is obtained from the Agency and retained by the line manager for fixed term placements. This is not achievable where there is an agency requirement to maintain the staffing structures required to provide the service every day. The new draft of the Agency Policy reflects this.

Confirmation of further budgetary provision is obtained and retained when agency workers contracts are extended for fixed term placements. Agency worker placements are not fixed term where there is an agency requirement to maintain the staffing structures required to provide the service every day.

Written requests are submitted to HoS for re-approval when fixed term placement contracts are extended. Agency worker placements are not fixed term where there is an agency requirement to maintain the staffing structures required to provide the service every day.

Agency workers engaged by the Council for more than 12 weeks are made aware by their Agency that they are entitled to equal treatment on basic working and employment conditions.

7.3 Highways & Transportation

Confirmation has been received that this Service area is compliant in all areas. None of the agency worker roles are related to sickness Cover in this service area.

There has been an increase in numbers to 18. This is largely due to additional Economy Recovery Fund monies to support temporary project roles to March 2023.

Work continues with the Head of Service to identify opportunities to reduce the dependency on Agency workers in this area.

7.4 Cultural Services

There are 2 agency workers providing temporary cover in respect of resourcing and sickness issues in this area.

7.5 Planning and City Regeneration

Numbers in this Service area remain constant in the provision of temporary cover for City centre services. More permanent solutions are currently being progressed in these areas.

8. Education Directorate; Agency / Supply Workers in Schools

The use of agency workers is very limited within the Education Directorate outside of schools, as would be expected in view of the high proportion of the Directorate budget that is directly delegated (more than 81% currently). The most significant area of cost by far (more than 84%) is in relation to Maes Derw (Pupil Referral Unit) which is effectively a school, albeit without a delegated budget.

Where the short term exceptional use of agency workers is required, the compliance measures indicated in the Audit Report are followed in respect of ensuring appropriate budget provision and approvals as well as confirmation of appropriate pre-employment checks. Such measures are of course part of a wider robust assurance and internal control framework within the Directorate.

The Education Directorate has invested in a Management of Absence post on a permanent basis to address the scale of pressures facing the catering and cleaning services and further mitigate sickness absence levels in the Directorate.

Monthly meetings are held with relevant HOS/Senior Managers. Advice and guidance is provided on each case including application of policy, Fit Notes, welfare/keeping in touch meetings, referrals to OH/SMAC, OH reports, return to work, phased returns/adjusted duties and referral to Final Absence Review Meetings if appropriate.

9. Other Service areas

Compliant in all areas.

10. Role of Staffline

Staffline provide the following support to work in partnership with the Council to ensure compliance;

- Provision of a policy booklet to all Agency Workers which provides details on Agency Workers Regulations and their rights.
- Maintaining a record of all start dates of all Agency Workers.
- After 12 weeks, move workers to the enhanced pay rate and enhanced rights.

11. Integrated Assessment Implications

11.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

11.2. The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

11.3. Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

11.4 There are no direct implications associated with this report.

12 Financial Implications

12.1 There are no financial implications other than those set out in the body of the report.

13. Legal Implications

13.1 The Agency Workers Regulations Act 2010 provide important rights for agency workers, concerning their basic working and employment conditions, from day one and after a 12-week qualifying period. These rights are reflected in our Policy.

13.2 There are no other legal implications other than those set out in the body of the report.

Background Papers: None.

Appendices:

Appendix A. Integrated Impact Assessment Form



Workforce Strategy

2022 - 2027

www.abertawe.gov.uk
www.swansea.gov.uk

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Introduction from the Leader of the Council

To help us support and serve the communities of Swansea, and to our corporate plan, it is important that we have a clear vision and strategy for our current workforce and those who will join it in the coming years

This strategy sets out our plans for the next five years and demonstrates our commitment to invest in our workforce at all levels across the Council, providing them with the development opportunities to learn and succeed for the future, the performance recognition they deserve and the wellbeing support they may need

We are in a period of unprecedented change in local government in responding to the many challenges that we face. That means we have to transform the way we work, making best use of technology and being more responsive to our residents and our communities, and being able to flex and change accordingly to meet the needs of the future.

Our workforce is our most essential asset and we must ensure that our employees feel engaged and motivated to deliver the best possible services to our residents, businesses and visitors to Swansea.

It is important that our workforce has a voice and can contribute to improving the ways in which they work. Most often it is our workforce on the frontline who know their services and customers the best and how things can be done better. It is therefore important that we continue to recognise the value of the services we provide and how they support and improve the lives of our communities.

The vision of the strategy applies equally to our entire workforce, regardless of the organisational structure and sets out our commitment to making sure that Swansea Council is an excellent and rewarding place to work and progress.

**Councillor Rob Stewart,
Leader of the Council**

Workforce Strategy Summary

Our vision for the future workforce

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

Our workforce goals

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

Our strategic themes

- Theme 1: Leadership and Management**
Strand 1: Culture and Behaviours
Strand 2 - Future Leadership
- Theme 2 A Workforce Fit for the Future**
Strand 3 – Future Shape of the Organisation
Strand 4 – Workforce Planning
Strand 5 – Workforce Development
- Theme 3 Being an Employer of Choice**
Strand 6 – Recruitment and Retention
Strand 7 – Recognising Performance
- Theme 4 Workforce Wellbeing and Inclusion**
Strand 8- Supporting Our Workforce
Strand 9– Equality in the Workplace

Key desired outcomes

- Employee morale is increased, and attendance levels are improved
- Employees are more engaged
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education
- Employee performance is measured in a structured way
- A clear understanding of workforce skills and training requirements is in place
- Workforce training and e-learning completions are increased
- The Gender Pay Gap is reduced, and workforce age profile is more balanced and is more representative of the communities served
- The number of employees in “hard to fill” roles is reduced

- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives

Why Do We Need a Workforce Strategy?

The council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce.

Our corporate plan, which is currently being updated for 2023 sets out what the council aims to achieve against its priorities, which are:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy & Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve their potential.
- **Delivering on Nature Recovery and Climate Change** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- **Transformation & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.

The council will need to tackle numerous internal and external challenges as it seeks to achieve its objectives over the coming years and will need a workforce that can adapt and respond accordingly.

To achieve this, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the council to achieve its ambitious plans.

Internal Context

Our workforce demographics highlight the emerging trends that we need to be considering during the lifetime of this strategy in order to take actions that will address future gaps and areas of concern.

In line with other local authorities Swansea Council has a workforce that is predominantly female (59%) compared to male (41%). However, 57% of our female employees are part time workers compared to only 14% of male employees. Our recruitment and retention focus will need to reflect on this split and consider our equalities objectives in line with commitments in the Strategic Equality Plan.

47% of workers are over the age of 50 and in comparison, only 9% are under 30. Without taking steps this gap could widen further as we predict that the percentage of the workforce who are over-50 could reach 73% in the next 10 years given that our turnover rate is 8% We need to consider actions that will encourage young people to choose a career in local government to both improve the existing under-representation from this group and develop the skills of a workforce that will be able to replace the likely increased turnover in the coming years.

50% of employees have over 10 years' service with the Council suggesting that Swansea is able to retain a significant number of experienced and talented employees. Our organisational development priorities will need to focus on capturing this experience and sharing it with newer entrants whilst building on a wealth of existing skills to drive organisational performance still higher.

Most employees have not declared their protected characteristics and as such we are unable to accurately determine the steps in which we can build a workforce that is more representative of our local communities. Our strategy needs to consider how to foster an inclusive and representative workforce and improving the data capture is a key priority in making such progress.

Fewer than 2% of employees have declared that they have Welsh language skills that are crucial in our contribution towards building a bilingual Swansea and a bilingual Wales. Our recruitment and learning and development actions will need to consider how to encourage applications from a wide and diverse talent pool, and how to effectively promote and recognise the importance of lifelong learning for the existing workforce who might want to develop Welsh language skills.

1. Workforce Numbers

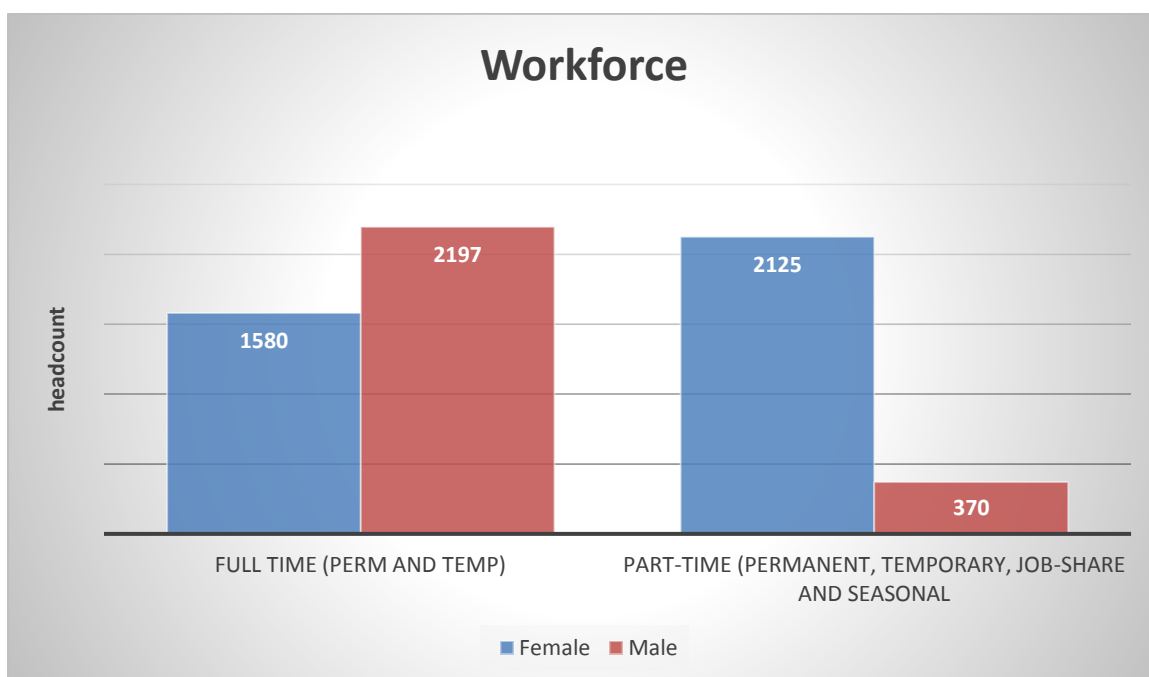
D'rate	31/12/2018		31/12/2019		31/12/2020		31/12/2021	
	H'count	FTE	H'count	FTE	H'count	FTE	H'count	FTE
Place	2595	2299.2	2579	2302.8	2582	2324.6	2633	2373.48
Resources	639	576.93	627	566.02	669	608.3	852	763.46
Education (incl. Schools)	5880	4413.7	5962	4441.1	5843	4403.6	6025	4569.99
Social Services	1956	1634.4	1852	1548.2	1944	1623.9	1965	1658.59
TOTAL	11,070	8,924.2	11,020	8,858.2	11,038	8,960.4	11,475	9,365.52

2. Composition of the Workforce,

The composition of the Workforce, excluding schools, as at 31st December is as follows;

Employment Category	Female	Female Percentage	Male	Male Percentage
Full-Time (permanent and Temporary)	1580	25.19%	2197	35.03%
Part-Time (permanent, temporary, job-share and seasonal)	2125	33.88%	370	5.90%
Total	3705	59.07%	2567	40.93%

There are over 1,800 employees in a total 6,460 duplicate roles across the Council including schools.

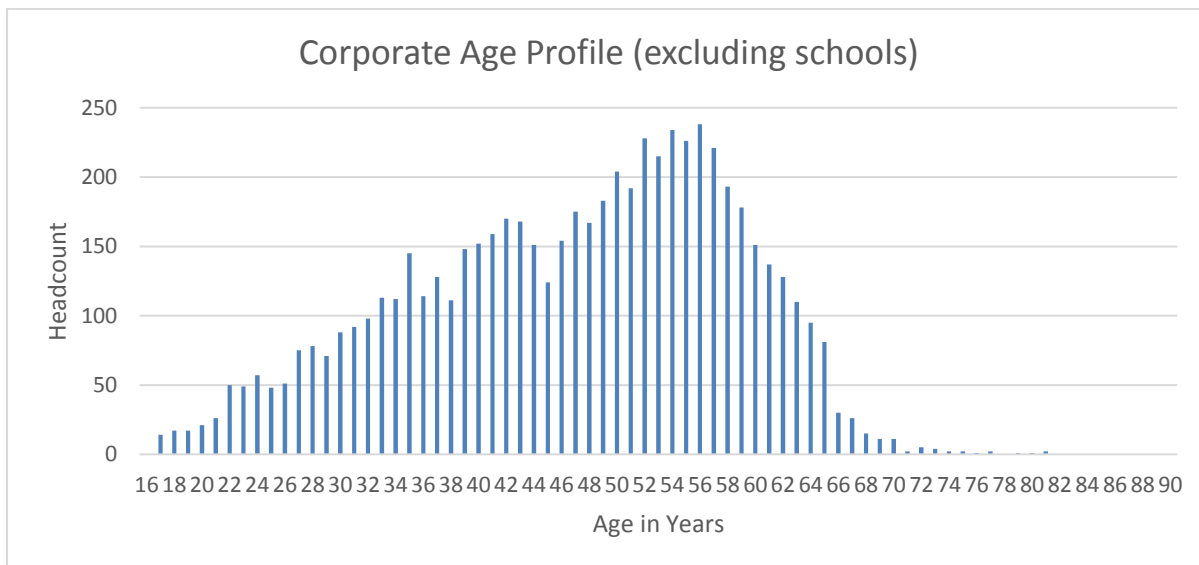


3. Age Profile of the Workforce

The Corporate Age Profile (Headcount excluding Schools) is as follows:

Age Range	Number	Percentage
Age 16 to 24	251	4.00%
Age 25 to 29	323	5.15%
Age 30 to 39	1149	18.32%
Age 40 to 49	1603	25.56%
Age 50 to 59	2129	33.94%
Age 60 to 69	784	12.50%
Age 70+	33	0.53%

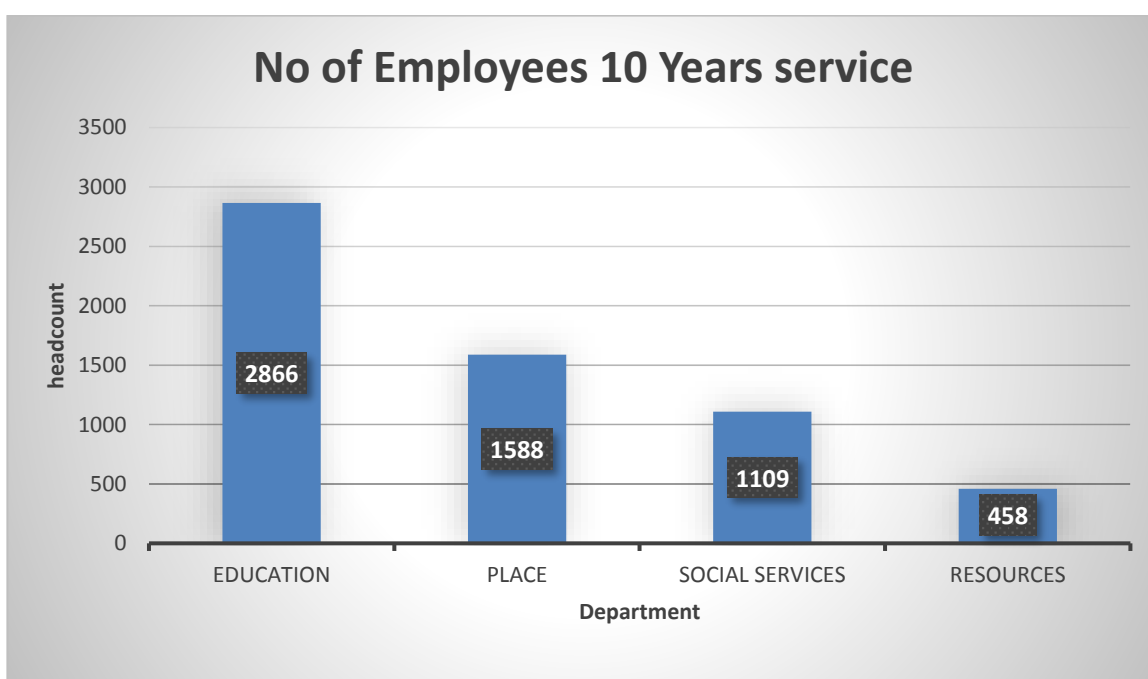
The youngest employees are 16 years of age and the eldest is 81.



4. Turnover rate of the workforce in 2021 was 7.73%.

5. Employees with over 10 years of service by Directorate

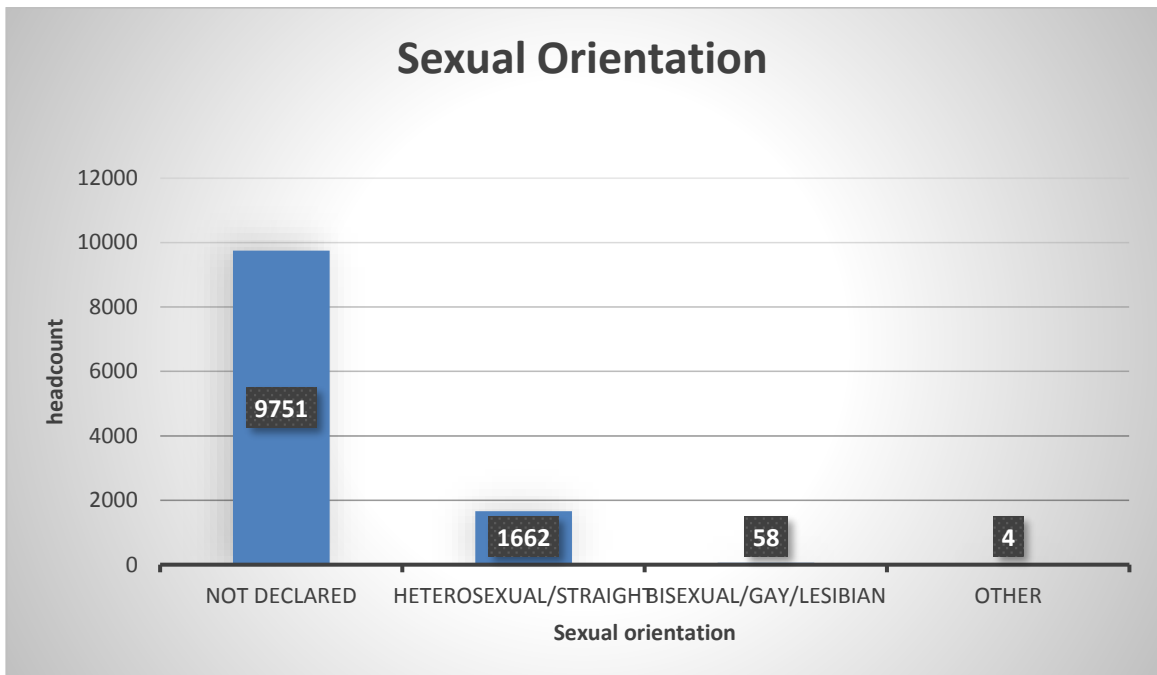
Directorate	Employee Numbers
Education and Schools	2866 (48%)
Place	1588 (60%)
Resources	458 (54%)
Social Services	1109 (56%)
TOTAL	6031(53%)



6. The number of employees that have identified themselves as having protected characteristics are as follows;

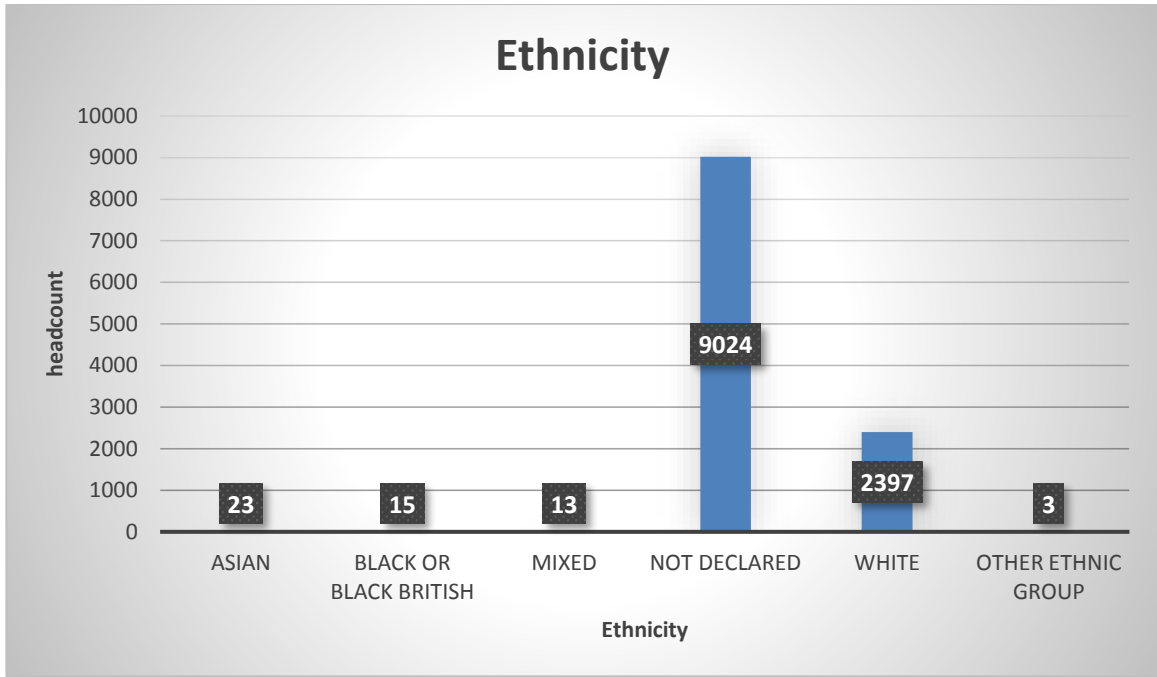
Sexual Orientation

Not Declared	9,751
Heterosexual/ Straight.	1,662
Bisexual/ Gay/ Lesbian	58
Other	4



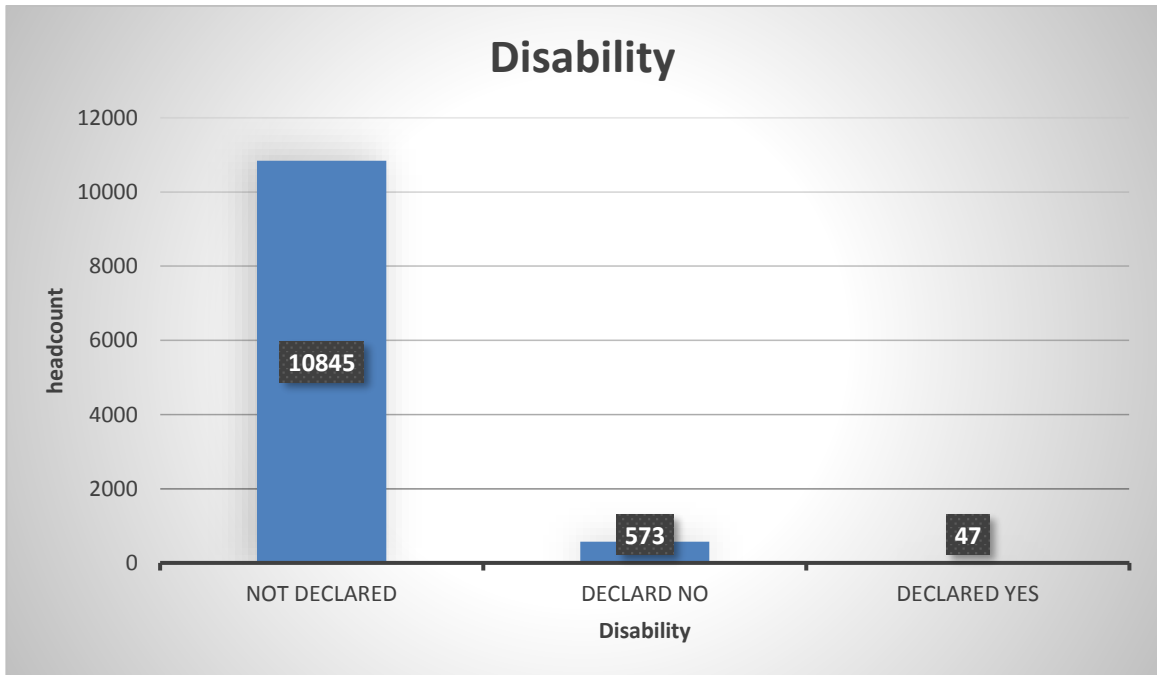
Ethnicity

Not Declared	9,024
Asian	23
Black or Black British	15
Mixed	13
Other ethnic group	3
White	2,397



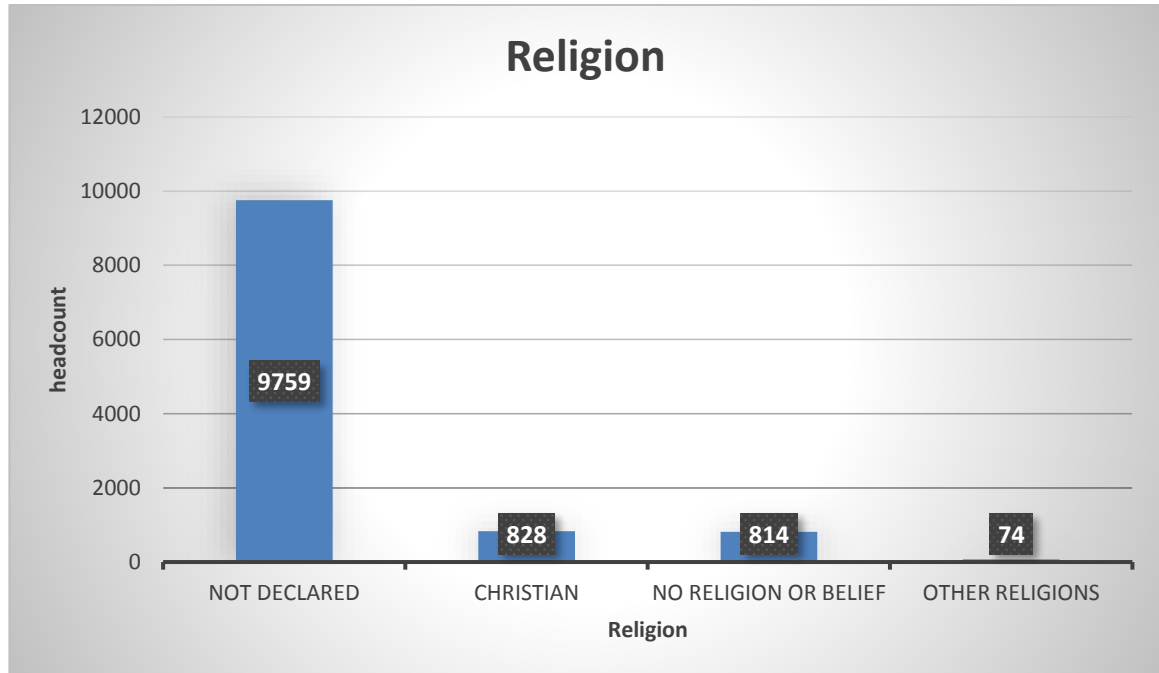
Disability

Not Declared	10,845
Declared No	573
Declared Yes	47



Religion

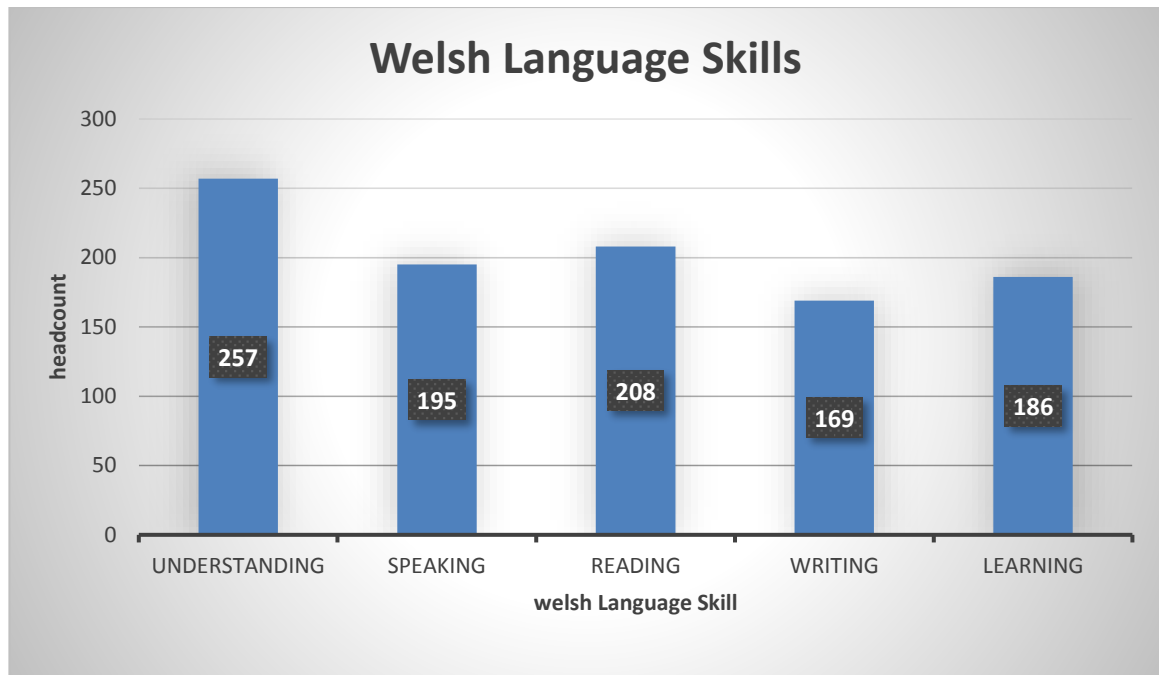
Not Declared	9759
Christian	828
No Religion or Belief	814
Other Religions	74



7. Welsh language skills ability;

The percentage of our workforce that have identified themselves as having Welsh language skills ability are approximately 1.5 to 2.2. This is broken down as follows;

Ability	Numbers
Understanding	257
Speaking	195
Reading	208
Writing	169
Learning	186



External Context

There are a wide range of external factors that are already having a significant impact on the council's workforce, including:

Political:

- Changes to national and local political leadership can lead to priority and policy changes that require changes to the workforce

Economic:

- The strength of the local labour market and the competitiveness of the council's pay and reward arrangements will affect the council's ability to recruit and retain employees with the rights skills at the right time.
- Financial settlements and council tax levels affect the resources available to fund council services and the workforce that delivers them with around 45% of the council's gross budget being spent on workforce costs

Social:

- The demographic profile of Swansea (and Wales) is changing – the number of older people is increasing, while the working age population is decreasing making recruitment more challenging
- The diversity of the population is increasing which needs to be reflected in the council workforce, so we reflect the community we serve

Technological:

- Advances in digital technology are changing customer behaviour (with increasing demand for online services and expectations of 24/7 access to services) and creating opportunities for the workforce to make processes and services more responsive and efficient

- Remote working technologies support recruitment beyond the local labour market and help with employee retention

Legal:

- Changes in legislation place additional requirements on the council and its workforce which require new skills and different ways of working

Environmental:

- Climate change is driving changes to ways of working, including reducing travel, while also creating new potential health and safety risks as temperatures rise

Global:

- Geopolitical conflicts may impact on availability of resources and cost of living which can impact employee wellbeing and put pressure on pay and reward arrangements

Our vision for the future workforce

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

To realise this vision the council needs a Workforce Strategy that will deliver significant improvements in value and cost reduction through ensuring that we have;

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

Swansea Council has a workforce that strives to provide high quality services across a wide range of departments. The way in which we provide public service is just as important as what we offer. Being clear on our expectations of how we work with others, being inclusive and recognising the wide range of experiences and perspectives held across our workforce and our communities are the founding principles upon which we act.

The Council has three core values which are central to the way in which Swansea Council colleagues work: **People Focus, Working Together and Innovation.**

People Focus - We will focus on community needs and outcomes and on improving the lives of the people who live and work in Swansea. We will also respect, value and support our employees and demonstrate the highest standards of integrity.

Working Together - We will promote a whole partnership approach, working across services to maximise resources and knowledge and joining forces with others outside the council to ensure we prioritise our responses and get the best for our communities.

Innovation - We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and meet the financial, demographic and societal challenges we face. We will share learning across the council, as part of our innovation programme.

Beyond these values, delivering on the council's priorities will require commitment from our work colleagues, all of whom will need to demonstrate a positive attitude, flexibility and dedication to customer service.

They will need to be sufficiently skilled in evolving areas such as the green agenda, or digitally, in order to achieve our corporate objectives, and we will need to ensure that early investment is made in developing the skills needed for emerging priorities.

Our communities need a workforce that is innovative and creative, that puts the resident at the centre, and is not afraid to take calculated risks for increased benefit to others.

To build that workforce we will need to develop strong morale across the workforce and ensure our employees feel professionally satisfied, valued and motivated by the positive and lasting impact they have on the people and communities they serve.

Recovery from the pandemic has shown us that our workforce has the capability to be adaptable, flexible, multi skilled and committed to excellent public service. To capture those skills and build further on the value that they bring will mean that our workforce needs to be made up of the following attributes.

- **Customer Focussed** – ensuring we work with and listen to residents, contractors, members and colleagues to develop and deliver best customer service at all times, treating everybody with respect.
- More **agile and digitally skilled** – delivering services in different ways, using technology to maximise efficiencies and reduce our reliance on traditional ways of working.
- **Business Focussed** –operating and acting efficiently in the delivery of Council business.
- **Collaborative** – services are increasingly likely to be delivered working in partnership with other services, as well as private, public and third sector partners.
- **Flexible, adaptable and innovative** –to embrace a changing environment, anticipate future trends as well as finding innovative ways to deliver services.

- **Outcome focussed and high performing** – whatever we do will need to have identifiable outcomes that align with both our long term goals and take account of the objectives of local, regional and national partners.
- Understand, and buy in to, our priorities (well-being objectives) – being clear about our direction and understand how we contribute to achieving our priorities and how these integrate with the **wider partnership** context.
- **Engaged, motivated and resilient** – being well informed, clear on the direction of the organisation and resilient to meet the challenges ahead.
- Demonstrating **Great Leadership** –so that managers demonstrate visible, fair and pro-active leadership, supporting the workforce and ensuring that poor performance is managed effectively.
- Ensuring we are safe at all times and work in a **healthy and supportive environment** that takes a preventative approach by identifying root cause to stop problems starting or getting worse and underpinned by values of “kindness and compassion” and the “five ways of working” as defined in the Wellbeing of Future Generations (Wales) Act.

How will we achieve our workforce vision?

Our strategy for achieving the workforce vision and goals focuses on four key themes: Leadership and Management, A Workforce Fit for the Future, Employer of Choice and Wellbeing and Inclusion.

The diagram below shows how these themes relate to individual services which have specific workforce needs as well as to the corporate plan. Each theme has specific activity strands which articulate more detailed objectives that determine the actions to be taken to achieve the changes needed.



This theme focuses on two key areas of work – defining our workforce culture and enabling growth of leadership and management skills in order to deliver our corporate objectives. We will strive to foster a culture of inclusion and empowerment where leadership behaviours are welcomed throughout all levels of the organisation and not through traditional hierarchy layers. Our workplace will be an inclusive one where people feel able to be their true selves. As such, we will have a zero-tolerance approach towards all forms of inequality including harassment, discrimination and bullying.

Our managers will demonstrate visible, fair and pro-active leadership, supporting the workforce and recognising the contribution colleagues bring, whilst ensuring that poor performance or behaviours that are not in line with our organisational values are managed effectively.

We will invest in exploring talent management strategies alongside a development needs analysis of our current leadership and management capability, implementing a range of programmes across different layers of the organisation as a result.

Strand 1: Culture and Behaviours

Objectives:

Ensure that our organisational values and behaviours are fit for purpose, have meaning and impact in operational activity and are consistently role modelled by leaders.

Bring to life our organisational values through embedding them in daily operational activity in recruitment, reward and recognition, and performance management.

Actions:

- Review and refresh our existing Principles, Values and Behaviours to ensure that they are robust enough and fit for purpose in meeting the future needs of the Council and the communities it serves by reflecting the Well-being of Future Generations (Wales) Act.
- Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues, establishing a robust and best practice framework for negotiation, consultation and facilities provision.

- Deliver a Strategy for communications and engagement across all areas and levels across the Council.

Strand 2: Future Leadership

Objective:

To build a workforce with high-quality leadership skills in responding to future change and challenges in workplace culture and workforce matters

To develop a strategic approach to talent management across the Council

Actions:

- Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in leadership and management roles.
- Conduct a development needs analysis of the current leadership and management team to identify intervention opportunities
- Deliver appropriate leadership development programmes at all levels of the organisation, including Members.
- Develop a coaching and mentoring strategy across the Council.
- Be an active contributor and participant member of “New Local”, networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems and find practical solutions.

Theme 2

A Workforce Fit for the Future

This theme considers the actions required to effectively design services, operating models and staff structures for future need. Assessing the gap between existing and future workforce requirements will be a key workforce planning requirement across all service areas of the Council. Supporting change in workforce numbers, skillsets and agility requirements will also be a priority.

We will plan for and adapt the current skills, knowledge and approach of our workforce to meet the needs of the constant changes taking place within the organisation that affect the way we need to work both now and in the future.

We will transform our model for learning and development to provide a comprehensive and modernised learning offer that delivers engaging content at the point of need. This will support career development for the workforce, embracing new digital and flexible means of learning and development and qualifications whilst providing valuable face-to-face and reflection time for the highest value learning opportunities.

Strand 3: Future Shape of the Organisation

Objectives:

To achieve an organisational design and structure that is fit for the future needs of the Council, supporting the priorities of our Recovery Plan to “RE-MOBILISE”, “RE-FOCUS” and, in particular, “RE-SHAPE” in considering our eight identified priorities:

- Digital
- Regionalisation
- Workforce skills for the future
- Commercialism and General Power of Competence
- Transforming Council Services
- Capital Delivery
- Modern Council
- Budget Strategy

Actions:

- To establish optimal structures that meet the future needs of the above priorities, particularly:
 - Our regionalisation agenda
 - “Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked After Children' reduction strategy. This also includes the implementation of

- integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.
 - Review of future additional learning needs provisions
 - Support of the long-term sustainable waste management strategy.
 - Support of the community development strategy.
 - Support of future sustainable transport provision through our Integrated Transport Unit, as well as local and regional solutions.
- To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.
- Pro-active consideration of the structural and workforce requirements in the “commissioning of people-oriented services”, as identified in the Recovery Plan

Strand 4: Workforce Planning

Objectives:

To ensure that our workforce plan is fit for purpose for the future and has the right purpose, vision, goals and projected outcomes across all service areas in order to understand and adapt to future trends in the context of a strong long-term vision.

Actions:

- Established workforce plans to be embedded in each service area
- Develop career pathways and succession planning strategies
- Develop a new hybrid operating model for a flexible workforce, adopting agile working practices and processes through policy development, guidance and training
- Confirm new agency contract arrangements and manager guidance for optimal management of agency workers to support established resource levels

Strand 5: Workforce Development

Objectives:

To ensure the organisation’s workforce development offer provides the right skills development package for future need.

Actions:

- Development of Corporate Development Needs Analyses (DNA)

- Delivery of effective eLearning solutions in Oracle Fusion, including the ability to provide regular reports on training provision.
- Delivery of Career Development Programmes, particularly for apprenticeships and graduate level entrants
- Delivery of training related to the requirements of the Future Generations Act, for example, Integrated Impact Assessments, Sustainable Development.
- Provision of Equalities and Welsh language training to meet our legal and corporate objectives
- Continued partnership with Gower College to identify and deliver external training support, particularly in digital skills.
- Climate Change and Nature Recovery - Net Zero Swansea
- Deliver the Digital Strategy mission to achieve digital skills and confidence.

We want Swansea Council to be a rich, fulfilling and rewarding place to work. The workforce has adapted to and absorbed a very different way of working during the pandemic and continued the journey of agile working. We want to identify the best aspects of these new ways of working into our everyday working practices and, in doing so, create more compelling reasons to attract and retain talented staff.

We will develop a recruitment strategy designed to widen the applicant talent pool, having regard to our aspiration for a diverse workforce that is more reflective of our communities.

We will achieve and recognise high levels of performance from direct and effective communication, regular evaluation and feedback through performance management processes, clear systems for pay and grading decisions and appropriate non-financial reward options.

Strand 6: Recruitment and Retention

Objectives:

To recruit and retain the right quantity and quality of employees that we need to support the Council in the future through development of our Recruitment Attraction Programme, delivering a positive recruitment experience for applicants and hiring managers.

Actions:

- Review and update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities). Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities.
- Development of our Recruitment Attraction Approach; so that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant

- Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants
- Upskilling of recruiting managers so that they are appropriately trained in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.
- Creation of a modern on-boarding and induction experience for new starters

Strand 7: Recognising Performance

Objectives:

To create a culture of “high performance” across the workforce where performance management is an embedded operational activity.

To ensure the Council’s job evaluation scheme and pay and grading structure are fit for purpose by addressing pay inequality.

Actions:

- Review of pay and grading across the Council and for senior roles as identified through the senior management review
- Delivery of a revised, fit for purpose performance management approach via Oracle, to reflect the future needs of the Council
- Corporate and Directorate objectives reviewed and agreed
- Delivery of an action plan to address pay gap issues across a range of protected characteristics
- Consider re-introduction of “career grades” as part of Pay policy/ strategy.
- Ensure the employee benefits offer is providing value to the workforce by its relevance and uptake

In addition to providing a safe and healthy working environment for our workforce, the Council is committed to ensuring that employees are supported and encouraged to maintain good physical and mental health in order to respond to pressures and demands. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with trade unions and partners to identify areas for improvement.

We are building an environment that creates diversity and promotes equality, ensuring a diverse and inclusive workforce across the entire council that is more representative of societal diversity and the diversity of our service users, including the use of Welsh language skills. We will tackle racism and other forms of discrimination where it exists and we will ensure the workforce is equipped and supported to do the same.

Strand 8: Supporting Our Workforce

Objective:

To provide a clear roadmap for health and wellbeing that is accessible and fit for purpose, maintaining a happy and healthy workforce and a supportive and productive working environment, aligned to the Future Generations Act objectives around kindness and compassion.

Actions:

- Incorporate mental health awareness into leadership and management development so that they feel confident to address issues around mental health.
- Maintain and develop the Council's "Helping Hands" programme that champions mental health champions issues that;
 - Develops knowledge and confidence to signpost people with the most common mental health issues to the right support
 - Develops an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing
 - Takes a preventative approach to ensuring good mental health
- Review and re-launch of the Dying to Work Charter
- Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.

- Seek re-accreditation for SEQOHS ('Safe, Effective, Quality Occupational Health Service).
- To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).

Strand 9: Equality in the Workplace

Objective:

To maintain a culture where equality of opportunity exists for all to fulfil their potential and the need for equality, diversity and inclusion is incorporated into everyday activity.

To be an exemplar as a fair and equitable employer where the workforce is increasingly more representative of the population it serves.

Actions

- Establishment of a Workforce Equalities Group to address workforce equalities issues such as;
 - Collection of data on protected characteristics
 - Delivery of Action Plan to address gender and race pay gap issues
 - Delivery of Equalities and Integrated Assessments training
 - Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the workforce
- Achievement of Disability Confident Accreditation Leader Status
- Delivery of Equalities Training and promotion of the use of Welsh language

Delivering the plan

The Workforce Plan will be delivered over 5 years with an annual delivery plan setting out key deliverables and milestones for the coming year.

The Year One Delivery Plan for 2022/23 is attached (**appendix 1**) which has clear deliverables and a foundation to build upon over the 5 years.

Year One has a particular focus on establishing key strategies in relation to skills, performance, resourcing and engagement which support our new ways of working.

The delivery of the strategy will be monitored by the Workforce Strategy Project Board which will report through to a range of stakeholder groups including JCC, CMT, Cabinet, Governance and Audit Committee, Scrutiny and the CDC for Transformation.

A Corporate Workforce Delivery Group will provide directorate engagement and involvement on the practical elements of the strategy across all areas of the council.

Underpinning our Delivery Plan is a commitment to:

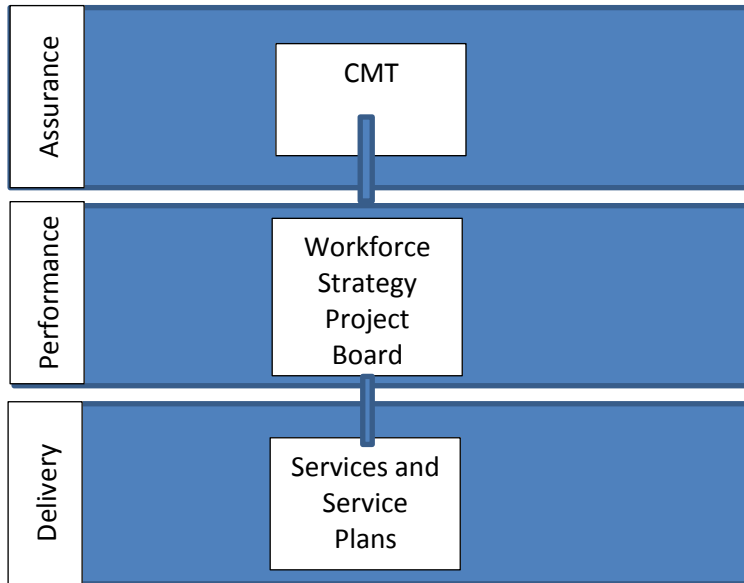
- 1 Focus on the outcomes in the Council Corporate Plan
- 2 Engage constructively with our employees and trade unions
- 3 Make informed and value for money decisions
- 4 Promote equality, diversity and inclusion

Workforce Strategy Project Board

Membership: Director of Corporate Services – Sponsor
 Cabinet Member for Performance and Service
 Head of HR and Service Centre – RSO
 HR&OD Manager – PM
 Service Centre Manager
 Senior HR&OD Business Partner
 Communications Manager
 Health, Safety and Wellbeing Manager
 Trade Union representative

Frequency of meetings: Quarterly

Reporting: 6 monthly report to CMT



Workforce Plan Responsibility

As the Workforce Plan belongs to the whole Council, to succeed it needs to be embedded throughout the organisation, so responsibility in practice is distributed.

By its very nature, much of the Workforce Plan will form part of the Human Resources and Service Centre Service Plan, however, the aims that have been highlighted that focus on internal communication and ICT will be delivered through the respective service area and will form part of their Service Plans. In addition, the work streams identified in the workforce plan should also feature and be embedded in all services plans across all the directorates to ensure the aims and objectives are tailored to any specific requirements within each service.

Updating the workforce plan

The workforce planning process is fundamental to the success of the Council in achieving its vision and priorities. It is important in anticipating future workforce needs and in shaping clear strategies to help meet those needs

Although this is a five-year plan it is important that it is refreshed on an annual basis and informed by revisions to the Corporate Plan, Medium Term Financial Plan, outcomes from the wider service planning process and information gained from individual performance development reviews.

In addition it is important that the plan is informed by good quality employment data, intelligence about trends in the local and national labour market and contextual social, legal, technological and demographic information

The table below sets out the annual process for workforce planning. The process will ensure a clear flow of intelligence, which informs workforce planning at the corporate

and directorate level and which is connected with the wider resource and service planning process:

1	The consideration of workforce issues as part of the service planning process	October-December each year
2	The framing of local service based workforce plans	October-December each year
3	The review of strategic themes to inform the corporate workforce planning process	December each year
4	The updating of the workforce planning actions to capture the strategic themes and develop responding strategies	January - February each year
5	Updating HR and training strategies to deliver workforce planning objectives	March each year

How will we know if we have been Successful?

We will know if we are successful if our employees, trade unions, elected members and customers feedback positively.

We will regularly monitor key management information which we will develop and refine over the 5 year period of the Plan.

The outcomes we are looking to achieve are:

- Council Plan outcomes are successfully delivered.
- Customer feedback and satisfaction is improved.
- Employee morale is increased.
- Attendance levels are improved.
- Employees are more informed via effective two way communication.
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education providers.
- Employee performance is measured in a structured way.
- A clear understanding of workforce skills and training requirements is in place.
- Workforce training and e-learning completions are increased.
- The Gender Pay Gap is reduced.
- Workforce diversity is more representative of the communities being served and our understanding of cultural values is enhanced.
- The number of employees in our “hard to fill” roles is reduced through improved recruitment and retention programmes.
- The workforce age profile is more balanced.
- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims.
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives.

We recognise that our employees have different requirements and we need to improve our knowledge and understanding of the workforce to allow us to make more informed decisions around our themes.

As such, developing our ability to record and measure some of the key data above and utilise this information will be a successful measure in itself.

Strategic Workforce Metrics and Measures

To measure the impact of the workforce strategy and guide workforce planning the following Key Performance Indicators/Metrics will be used to monitor the progress:

Key Performance indicator / measure	What it will show	Why use it
Time taken to recruit	Time taken from submission of advert to offer of appointment	To maintain effectiveness of recruitment system; Impact on organisational capacity if recruitment delayed; help identify workflow blockages
Absence	Days lost per FTE	Manage overall levels, and identify potential costs.
Turnover (Voluntary)	Number of employees leaving (not including end of fixed term contract etc.)	To indicate satisfaction with Council as an employer and identify high turnover areas and manage retention rates
Apprentice securing role with Council	% of apprenticeships/Traineeships successfully completed	To indicate success of apprenticeship schemes in achieving workforce needs.
Staff Survey (Council as an employer)	% employees stating positively that Council is a good employer	Overall measure of employee satisfaction, engagement and manage retention
Gender Pay Gap	% gap in Mean and median earnings of male and female employees	To track success in addressing/reducing gender pay gap
Diversity and inclusion	Percentage of employees (and senior managers) by protected characteristics	To track and monitor effectiveness of diversity and equal opportunity Policies and success in reaching wider talent pools for jobs
External competitor pay check	Key roles where Council pay/benefits package varies from competitors	To manage recruitment and retention hotspots and challenges

Appendix 5 - Integrated Impact Assessment Screening Form

Which service area and directorate are you from?

Service Area: HR&OD and Service Centre

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Report of the Cabinet Member for Corporate Service & Performance for Workforce Scrutiny Working Group – November 2022; Update on Workforce Matters since February 2022

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 5 - Integrated Impact Assessment Screening Form

- Q3** What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement

This paper is presented as part of ongoing consultation with the Workforce Scrutiny Programme Committee and produced in consultation with the Service Centre, Occupational Health and Access to Services.

-
- Q4** Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

-
- Q5** What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

-
- Q6** Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

-
- Q7** Will this initiative result in any changes needed to the external or internal website?

Yes No If yes, please provide details below

-
- Q8** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

As this is an report to update the Workforce Scrutiny Programme Committee on workforce matters, there is no direct impact on identified groups as a result of this report.

Outcome of Screening

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- Q9** Please describe the outcome of your screening using the headings below:

Appendix 5 - Integrated Impact Assessment Screening Form

- Summary of impacts identified and mitigation needed (Q2)
- Summary of involvement (Q3)
- WFG considerations (Q4)
- Any risks identified (Q5)
- Cumulative impact (Q7)

Please see above.

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Adrian Chard
Job title: Strategic HR&OD Manager
Date: 2nd November 2022
Approval by Head of Service:
Name: Rachael Davies
Position: Head of HR&OD and Service Centre
Date: 2nd November 2022

Agenda Item 9



Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 15 November 2022

Membership of Scrutiny Panels and Working Groups

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

1. Introduction

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

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

- 2.1 Road Safety Working Group – REMOVE Councillor Will Thomas.

3. Other Matters

- 3.1 Scrutiny Panels / Working Groups have the ability to co-opt non-voting members that will add value to their work e.g., reaching out for expert

knowledge or skills from others. A protocol for co-option was agreed by the Committee in 2014 and, adding to this, a guide for co-opted members was agreed in 2016 to aid them in their role.

- 3.2 The Committee should note that the Adult Services Performance Panel has agreed to renew its co-option of Mr. Tony Beddow who has expertise in health services.

4. Guiding Principles

- 4.1 When determining membership / conveners or agreeing any changes there are some key considerations for the Committee:

- It is necessary for more than one political group to be represented on each Panel / Working Group.
- These bodies also need to be of a manageable size in terms of team working and effective questioning.
- To ensure that all political groups have opportunities and are engaged.
- Good scrutiny practice places emphasis on respect for minority party wishes around both chairing of such bodies and the work programme.
- Being fair and balanced in the appointment of conveners, when there is interest from more than one councillor, e.g. giving opportunity to those who have not acted as convener previously.
- The Committee should reflect on the existing 'balance' of conveners to help inform future appointments.
- A minimum of three members should be present at all Panel / Working Group meetings.

5. Legal Implications

- 5.1 There are no specific legal implications raised by this report.

6. Financial Implications

- 6.1 There are no specific financial implications raised by this report.

Background Papers: None

Appendices: None

Agenda Item 10



Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 15 November 2022

Scrutiny Work Programme

Purpose	This report presents the agreed Scrutiny Work Programme for 2022/23, which the Committee is responsible for monitoring.
Content	The agreed work programme is attached, which shows the topics that will be examined by scrutiny through various Panels and Working Groups. A plan for future Committee meetings is also attached.
Councillors are being asked to	<ul style="list-style-type: none">• plan for the Committee meetings ahead• consider opportunities for pre-decision scrutiny• review the Scrutiny Work Programme (including progress of current Panels and Working Groups)
Lead Councillor	Councillor Peter Black, Chair of the Scrutiny Programme Committee
Lead Officer	Tracey Meredith, Chief Legal Officer
Report Author	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Amanda Thomas
Access to Services Officer:	Catherine Window

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's Scrutiny Work Programme and managing the overall work of scrutiny to ensure that it is as effective as possible.
- 1.2 A report is provided to each meeting to enable the Committee to maintain an overview of agreed scrutiny activities, monitor progress, and coordinate work as necessary.
- 1.3 The broad aim of the scrutiny function is to engage non-executive councillors in activities to:

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

It also needs to be:

- manageable, realistic and achievable given resources available to support activities
 - relevant to council priorities
 - adding value and having maximum impact
 - coordinated and avoids duplication
- 1.5 The work of scrutiny is undertaken primarily in three ways – through the Committee itself, by establishing informal Panels (for in-depth activities) or via one-off Working Groups. Panels and Working Groups would be open to all non-executive councillors - the Committee will determine membership and conveners following expressions of interest.
- 1.6 Scrutiny will regularly send letters to Cabinet Members communicating findings, views and recommendations for improvement and, where appropriate, by producing reports. Inquiry panels will always produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered. Inquiry panels will reconvene to follow up on the implementation of agreed recommendations and the impact of their work – usually 6-12 months following cabinet decision.
- 1.7 Although much of the work of scrutiny is carried out by informal Panels and Working Groups these meetings are accessible to the public. Agendas, reports and letters relating to all such scrutiny activities are published, in the same manner as the committee, on the Council's modern.gov online platform:

<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

2. Scrutiny Work Programme 2022/23

- 2.1.1 The agreed Scrutiny Work Programme for 2022/23 is set out in **Appendix 1**.
- 2.1.2. The following paragraphs break down the work programme by specific ways of working to provide a brief overview.

2.2 Scrutiny Programme Committee:

2.2.1 The Committee work plan for the year ahead is attached as **Appendix 2**. This should be kept under constant review to ensure it represents a robust, manageable, and effective plan.

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

2.2.3 The main item(s) scheduled for the next Committee meeting on 13 December are:

- Scrutiny of Cabinet Member Portfolio Responsibilities: Homelessness - Councillor Andrea Lewis, Cabinet Member for Service Transformation will attend along with relevant officer(s) to report on this matter and answer Committee questions.
- Delivery of Corporate Priority – Tackling Poverty: This has become an annual item within the Committee work plan, enabling the Committee to review action and achievements in the delivery of the Council priority over the past year. The Leader and the Cabinet Member for Wellbeing have been asked to report to the Committee, having lead portfolio responsibility for tackling poverty. Relevant lead officer(s) will also attend to support the Cabinet Member(s) and Committee discussion.

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

2.2.5 Pre-decision scrutiny – this is carried out by the Committee unless delegated elsewhere. The Committee is invited to consider the available information on future Cabinet business and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications (see Cabinet Forward Plan attached as **Appendix 3**). Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide ‘critical friend’ challenge and influence decision-making.

2.3 Inquiry Panels:

2.3.1 Once membership and a convener have been appointed the first task of an Inquiry Panel will be to have a briefing on the issue and then determine the key question and terms of reference for the inquiry. Once the planning stage is complete, the inquiry will be evidence gathering, with the last stage being to develop the final report.

In Progress / Planned	Completed (follow up stage)
1. Anti-Social Behaviour (initial meeting planned for 24 Nov)	1. Procurement (Follow up tba June / July 2023)

2.3.2 A Cabinet decision on the Procurement Scrutiny Inquiry final report was made on 20 October. All the Inquiry Panel's 14 recommendations were agreed by Cabinet. The Inquiry Panel will reconvene in approx. 9-12 months to follow up on the implementation of their recommendations and assess the impact of the inquiry.

2.4 Performance Panels:

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

Performance Panel	Convener
1. Service Improvement & Finance (monthly)	Cllr. Chris Holley
2. Education (monthly)	Cllr. Lyndon Jones
3. Adult Services (every six weeks)	Cllr. Susan Jones
4. Child & Family Services (every six weeks)	Cllr. Paxton Hood-Williams
5. Development & Regeneration (every two months)	Cllr. Chris Holley
6. Climate Change & Nature (every two months)	Cllr. Hannah Lawson

2.4.2 Performance Panel conveners are scheduled to provide a regular update to the Committee to enable discussion on key activities and impact.

2.5 Working Groups:

2.5.1 The following Working Groups will be convened during the year ahead, in the order shown (date where known in brackets):

1. Road Safety (7 December)	3. Healthy City
2. Co-production	4. Customer Contact

2.6 Joint / Regional Scrutiny:

2.6.1 **Partneriaeth** - A Joint Scrutiny Councillor Group, comprising of Education Scrutiny Chairs and Vice Chairs, or equivalent, across Swansea Council, Carmarthenshire Council and Pembrokeshire Councils will scrutinise the work of the new regional Partnership which will support the delivery of school improvement, and ensure greater public accountability over decisions made. Scrutiny will seek reassurance and consider if the Partnership is operating according to

the Joint Committee Agreement, and its Business Plan, and is being managed effectively. The Chair of the Scrutiny Programme Committee and Convener of the Education Scrutiny Performance Panel are participating in the Scrutiny of Partneriaeth. The Partneriaeth Joint Committee, comprises the Leaders of the three Councils, as the strategic decision-making body. The Swansea Scrutiny Team will support the Scrutiny of Partneriaeth.

2.6.2 Swansea Bay City Region City Deal – Swansea scrutiny is also involved in the Swansea Bay City Region Joint Scrutiny Committee, approved by Council in July 2018. This arrangement involves three councillor representatives from each of the four Councils involved in the City Region, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal programme. As per the Joint Committee Agreement, the Scrutiny Committee is serviced by Neath Port Talbot Council. Swansea Scrutiny Councillor representatives are currently: Jan Curtice, Victoria Holland & Chris Holley.

2.6.3 South West Wales Corporate Joint Committee – Following establishment of the Corporate Joint Committee (CJC), which involves Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils, as well as Brecon Beacons and the Pembrokeshire Coast National Park Authorities, the CJC has agreed to set up a CJC Overview & Scrutiny Sub-Committee which will consist of three elected members from each Council which will meet at least quarterly. The Joint Overview & Scrutiny Committee, serviced by Neath Port Talbot Council, will scrutinise the decisions / actions of the CJC as it discharges its functions and performance in relation to policy objectives and targets. The CJC will exercise functions relating to strategic land use planning, regional transport planning and the exercise of economic well-being powers. Swansea Scrutiny Councillor representatives are currently: Peter Black, Wendy Lewis & Mike White.

2.6.4 The Scrutiny Programme Committee will need to ensure that there is no duplication between local and regional scrutiny. A regular update on regional scrutiny activity will be provided to Committee members to ensure awareness. Regional scrutiny arrangements will not, however, preclude Councillors within constituent Councils discussing the impact of the regional body on their Council and locality, and holding Cabinet Members to account for their involvement / Council's involvement and engagement in regional bodies, and relevant local decision-making.

3. Monitoring the Work Programme

3.1 The Committee is responsible for monitoring progress against the agreed work programme and this includes work undertaken by the informal Panels and Working Groups and findings, to ensure that this work is effective and has the required visibility.

- 3.2 A timetable of all scrutiny activities (projected or actual where dates are known) is attached as **Appendix 4a**. Lead councillors and officers are also noted within. Also provided as **Appendix 4b** is a snapshot of progress with all Panels and Working Groups established by the Committee, as well as Regional Scrutiny, and their current position. These will be updated and provided to every Committee meeting.
- 3.3 The work plans of the individual Performance Panels, once agreed, will also follow to improve Committee oversight of topics being examined, check coverage across cabinet portfolios, and help avoid duplication of effort between the Committee and Panels and between Panels etc.
- 3.4 The Scrutiny Work Programme will be kept under constant review by the Committee, with changes made as necessary. The Committee will always retain the flexibility to adapt and re-prioritise the work of scrutiny in response to changing circumstances and/or urgent issues which may arise in-year, to ensure the continued relevance of the programme.
- 3.5 To ensure awareness and avoidance of any issue of duplication it is beneficial for the Committee to receive information about the work plans of relevant Council bodies. The work plans of the Council's Corporate Delivery Committees will also be reported when these are available. Any issues regarding possible overlap / duplication will be discussed between the Chair of the Scrutiny Programme Committee and relevant Chairs.

4. Public Requests for Scrutiny / Councillor Calls for Action

- 4.1 Members of the public are able to make requests for scrutiny by contacting the Chair or Scrutiny Team in writing detailing the issue of concern, its impact, and suggested action. This can be via the Council's website: www.swansea.gov.uk/raiseanissuetoscrutiny or email to scrutiny@swansea.gov.uk. In accordance with agreed protocol the Chair of the Scrutiny Programme Committee will consider any requests received and bring about proposals to deal with these to the Committee for consideration. Taking into account relevant advice, any such issues may merit inclusion in the work programme, referral elsewhere, or no action.
- 4.2 No public requests for scrutiny have been received.

5. Integrated Assessment Implications

- 5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the ‘well-being goals’.

5.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.2 An IIA screening has been undertaken noting there are minimal impact assessment implications associated with this report (IIA can be viewed in **Appendix 5**). The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The Work Programme takes into account a range of factors, including Council priorities and community concerns. The public were invited to input scrutiny topic suggestions. The work of Scrutiny will involve examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers). Scrutiny activities have the potential for engagement to ensure public views can feed into the Scrutiny process. Each Scrutiny Inquiry and report will be subject to its own IIA process.

6. Financial Implications

6.1 Any costs that arise out of work plan activities, for example expenses for witnesses or transport costs, are not envisaged to be significant and will be contained within the existing Scrutiny Budget.

7. Legal Implications

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

Background papers: None

Appendices:

Appendix 1: Agreed Scrutiny Work Programme 2022/23

Appendix 2: Scrutiny Programme Committee Work Plan 2022/23

Appendix 3: Cabinet Forward Plan

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

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

Appendix 5: IIA Screening Form

Appendix 1 - AGREED Scrutiny Work Programme 2022/23

New Inquiry Panel (time-limited in-depth scrutiny – six months)	New Working Groups (light-touch scrutiny / one-off meetings)	Performance Panels (ongoing in-depth performance / financial monitoring & challenge)	Issues for Scrutiny Programme Committee (overall work programme management; discussion of broad range of policy and service issues)
<p>1. Anti-Social Behaviour (Terms of Reference / Key Question to be agreed by Panel, but could focus on the effectiveness of partnership working in tackling anti-social behaviour in our communities; look at factors behind rising anti-social behaviour; powers & resources; reporting and response; current approaches; good practice elsewhere; the role of elected members, etc.)</p> <p>Reserve / Alternate Topic:</p> <p>2. Domestic Abuse (Terms of Reference / Key Question to be agreed – but would concern the quality of support for victims and what could be done better, taking internal & external evidence)</p>	<p>1. Road Safety (enabling focussed questioning & discussion on hot spots; work to improve safety; preventative measures; speed controls – use of signs / humps / cameras; proposed new 20mph limits; condition of roads; safety of cyclists & pedestrians; partnership working, etc.)</p> <p>2. Co-production (enabling focussed questioning & discussion on the development of Co-production in the Council and progress, helping to improve involvement and engagement with service users, partners and the public in the design & delivery of services & decision-making, etc.)</p> <p>3. Healthy City (enabling focussed questioning & discussion exploration of the Healthy City Partnership, key activities and achievements, work in relation to health promotion, particularly physical activities, including provision of outdoor sport and activities and opportunities for young people, etc.)</p> <p>4. Customer Contact (enabling focussed questioning & discussion on user experience when contacting the Council /</p>	<p>1. Service Improvement & Finance (monthly)</p> <p>2. Education (monthly)</p> <p>3. Adult Services (every six weeks)</p> <p>4. Child & Family Services (every six weeks)</p> <p>5. Development & Regeneration (every two months)</p> <p>6. Climate Change & Nature (every two months)</p> <p>Specific issues to consider including within wider Panel work plans:</p> <ul style="list-style-type: none"> • Service Improvement & Finance: <ul style="list-style-type: none"> - Corporate Plan - Scrutiny of Budget Proposals - Overall Performance Management - Welsh Housing Quality Standard - Planning Services - Waste & Street Cleansing - Recycling of Business Waste • Education: <ul style="list-style-type: none"> - Achievement against Corporate Priorities / Objectives / Policy Commitments - Follow up post Education Estyn LEA inspection - Quality in Education (QEd) / Sustainable Communities for Learning - Additional Learning Needs (ALN) - School New Curriculum - Outdoor Learning in Primary Schools - Music Provision in Schools 	<ul style="list-style-type: none"> • Specific annual reports: <ul style="list-style-type: none"> - Children & Young People’s Rights Scheme - Corporate Safeguarding - Delivery of Corporate Priority – Tackling Poverty • Leader Q & A Session(s): <ul style="list-style-type: none"> - ‘Achieving Better Together’ Recovery / Transformation Plan - Policy Commitments / Council Priorities • Other Cabinet Member Q & As (issues to pick up): <ul style="list-style-type: none"> - Archives / Community Hub - Fly Tipping - Homelessness - Houses of Multiple Occupation - Parks - Community Growing - Community Groups, Engagement & Development • Public Services Board • Crime & Disorder (Community Safety) • Follow Up on Previous Working Groups: <ul style="list-style-type: none"> - Bus Services - Workforce (including discussion on Workforce Development Strategy)

Appendix 1 - AGREED Scrutiny Work Programme 2022/23

<p>Follow Up of Previous Inquiries:</p> <p>1. Procurement</p>	<p>accessing services whether by telephone or on-line / though digital means; provision for off line and on-line contact; effectiveness of Council Contact Centre; on-going actions to improve digital inclusion / access; quality of website, etc.)</p> <p>Reserve List:</p> <ul style="list-style-type: none"> • Active Travel (enabling focussed questioning & discussion on the Council's Active Travel Plans and outcomes; current & future developments; improvements to community consultation; how well we are meeting obligations of Welsh Government Active Travel Act; usage - impact on numbers cycling / walking; and relevant issues) • Racism in Schools (enabling focussed questioning & discussion on the extent of the issue; how schools deal with suspected racist incidents; reporting arrangements, rates etc.) 	<ul style="list-style-type: none"> • Adult Services: <ul style="list-style-type: none"> - Achievement against Corporate Priorities / Objectives / Policy Commitments - Relationship between Health & Social Care • Child & Family Services: <ul style="list-style-type: none"> - Achievement against Corporate Priorities / Objectives / Policy Commitments - Supported Living for Young People - Quality Assurance Framework • Development & Regeneration: <ul style="list-style-type: none"> - Achievement against Corporate Priorities / Objectives / Policy Commitments - City Deal 'Swansea specific' Projects - City Centre Retail / Development - New Build Housing Towers (e.g., student accommodation) - Historic / Listed Buildings - SA1 development & supporting infrastructure / services • Climate Change & Nature: <ul style="list-style-type: none"> - Achievement against Corporate Priorities / Objectives / Policy Commitments - Progress against Net Zero 2030 - Use of Glyphosate - Air Pollution - Green Vehicle Adoption & Provision for public / residential EV Charging - Flooding / Local Flood Risk Management
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Joint / Regional Scrutiny

- **Partneriaeth** (Education / School Improvement – Joint Scrutiny Councillor Group)
- **City Deal** (Development / Regeneration - Swansea Bay City Region Joint Scrutiny Committee)
- **South West Wales Corporate Joint Committee** (Land Use Planning; Regional Transport; Economic Well-being – Joint Overview & Scrutiny Sub-Committee)

Scrutiny Programme Committee – Work Plan 2022/23

ACTIVITY	19 Jul 2022	16 Aug 2022	13 Sep 2022 CANCELLED	18 Oct 2022	15 Nov 2022	13 Dec 2022
Scrutiny Work Programme	Agreement of Scrutiny Work Programme					
Cabinet Member Portfolio Responsibility Q & A Sessions		Archives / Community Hub (CM for Equalities & Culture)	Fly Tipping (CM for Community Services)	Scrutiny of Swansea Public Services Board	Fly Tipping (CM for Community Services)	Homelessness (CM for Service Transformation)
Other Cabinet Member / Officer Reports					Annual Corporate Safeguarding Report (CM for Care Services / Director of Social Services)	Delivery of Corporate Priority – Tackling Poverty (annual item) (Leader / CM for Wellbeing)
Scrutiny Performance Panel Progress Reports						Service Improvement & Finance
Pre-decision Scrutiny				Oracle Project Investment Update		
Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.					Follow Up: Scrutiny Working Group - Workforce (CM for Corporate Services & Performance)	
Scrutiny Reports to Council		Draft Scrutiny Annual Report 2021/22				Scrutiny Dispatches Impact Report

ACTIVITY	17 Jan 2023	14 Feb 2023	14 Mar 2023	18 Apr 2023	16 May 2023	June 2023
Scrutiny Work Programme					Work Programme Review	Work Planning Conference
Cabinet Member Portfolio Responsibility Q & A Sessions	Leader / Economy, Finance & Strategy (incl. focus on Policy Commitments / Council Priorities; Recovery & Transformation Plan)	Houses in Multiple Occupation (CM for Corporate Services & Performance)			Parks (CM for Investment, Regeneration & Tourism)	
Specific Cabinet Member / Officer Reports Page 184			<ul style="list-style-type: none"> Scrutiny of Public Services Board Children & Young People's Rights Scheme (annual report) (CM for Care Services / Education & Learning) 	Crime & Disorder Scrutiny - Safer Swansea Community Safety Partnership		
Scrutiny Performance Panel Progress Reports	Education	Adult Services	Child & Family Services	Development & Regeneration	Climate Change & Nature	
Pre-decision Scrutiny						
Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.		Follow Up on Bus Services Working Group recommendations (CM for Environment & Infrastructure)				
Scrutiny Reports to Council			Scrutiny Dispatches Impact Report			

Other topics to schedule:

- Cabinet Member Q & A: Community Growing (Cabinet Member for Community Support); Community Groups, Engagement & Development (Cabinet Member for Community Support)
- Audit / Scrutiny Relationship – Discussion w/ Chair of Governance & Audit Committee

Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Disposal of Sports and Leisure Facilities under the Community Asset Transfer Policy.	<p>The Council would like to lease sport and leisure facilities to local clubs at peppercorn rents to enable investment via it's Community Asset Transfer Policy.</p> <p>This report aims to identify and define approved asset types for disposal to negate the current need for an individual report for each proposed disposal.</p>	Jamie Rewbridge, Lewis Hinds	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Nov 2022	Open
Digital Strategy 2022-2027.	This is the updated Digital Strategy for the Council 2022-26.	Sarah Lackenby	Cabinet Member - Service Transformation (Deputy Leader)	Cabinet	17 Nov 2022	Open
Swansea Council Transformation Strategy & Goals Review.	To seek Cabinet endorsement for the transformation strategy and programme goals to support the emerging 2023 – 2028 Corporate Plan and MTFP (Medium Term Finance Plan).	Ness Young	Cabinet Member - Service Transformation (Deputy Leader)	Cabinet	17 Nov 2022	Open

Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Annual Equality Review 2021/22.	To publish the Council's Annual Equality Review for 2021/22 in line with the Public Sector Equality Duty and reporting regulations for Wales.	Richard Rowlands, Selma Abdalla	Cabinet Member - Culture & Equalities	Cabinet	17 Nov 2022	Open
Leisure Partnerships Financial Support 22/23.	To seek Cabinet approval for the levels of financial support needed for the period April 22 to March 23 for our leisure partnerships (Freedom Leisure, Wales National Pool and JR Events) due to losses and a financial recovery plan related to the Covid-19 pandemic. Additionally, for Cabinet to consider current and future energy cost increases and the option of spend to save investments in order to mitigate.	Jamie Rewbridge	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Nov 2022	Open
Communities Renewal Fund.	Report seeking Cabinet approval for the proposed UK Community Renewal Fund, the associated Financial Implications and add these schemes to the revenue schemes.	Lukasz Dymarkowski	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Nov 2022	Open

Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Budget Proposals 2023/24 – 2026/27.	To consider budget proposals for 2023/24 to 2026/27 as part of the Council's Budget Strategy within the Achieving Better Together Framework. To enable consultation to take place with residents, employees, partners and other interested parties.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	15 Dec 2022	Open
Quarter 2 2022/23 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the first quarter period July 2022 – September 2022.	Richard Rowlands	Cabinet Member - Corporate Service & Performance (Deputy Leader)	Cabinet	15 Dec 2022	Open
Revenue and Capital Budget Monitoring 2nd Quarter 2022/23.	To note any significant variations from the agreed budget 2022/23 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	15 Dec 2022	Open

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Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Updated FPR7 for Palace Theatre Refurbishment.	We will be submitting an updated FPR7 report to summarise the current situation regarding the Palace Theatre project and its expenditure and funding. This report will provide detail of the progress so far and the requirements to complete.	Elliott Williams, Tracy Nichols	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	15 Dec 2022	Open
Swansea Council – Net Zero 2030.	The report seeks to gain approval for a Swansea Council Net Zero 2030 delivery plan. To also acknowledge the work on Nature Recovery and Swansea Net Zero 2050 programmes.	Geoff Bacon	Cabinet Member - Service Transformation (Deputy Leader)	Cabinet	15 Dec 2022	Open
Car Parking Charges.	To seek approval of City Centre Car Parking Charges for the new Copr Bay North and South Multi Storey Car Parks.	Gavin Newman	Cabinet Member - Environment & Infrastructure	Cabinet	19 Jan 2023	Open

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Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Swansea Council Section 6 Biodiversity Duty Monitoring Report to Welsh Government December 2022.	Summary of Council nature recovery actions over the past 3 years. It is a key action under the Council's Climate Change and Nature Recovery Corporate Priority and will help inform the Section 6 Action Plan for the next 3 years which will be subject of a separate report.	Mark Barber	Cabinet Member - Corporate Service & Performance (Deputy Leader)	Cabinet	15 Dec 2022	Open
Update on Statutory Compliance in the Council's Operational Portfolio.	Report sets out an update on the structured programme of premise inspections to help ensure compliance with statutory requirements.	Geoff Bacon	Cabinet Member - Corporate Service & Performance (Deputy Leader)	Cabinet	15 Dec 2022	Open
Update Management Report on Swansea Airport.	Update management report at Swansea Airport, including works carried out to date, lease obligations and independent legal opinion.	Geoff Bacon	Cabinet Member - Corporate Service & Performance (Deputy Leader)	Cabinet	15 Dec 2022	Fully exempt
Revenue and Capital Budget Monitoring 3rd Quarter 2022/23.	To note any significant variations from the agreed budget 2022/23 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	16 Feb 2023	Open

Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Annual Review of Charges (Social Services) 2022/23.	This report sets out the annual review of Swansea Council's charges (social services), providing a transparent framework for the setting of charges and the application of allowances to citizens who receive managed care and support, provided or arranged by the council.	Simon Jones	Cabinet Member - Care Services	Cabinet	16 Feb 2023	Open

Appendix 3 – Cabinet Forward Plan 2022-23

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Quarter 3 2022/23 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2022 – December 2022	Richard Rowlands	Cabinet Member - Corporate Service & Performance (Deputy Leader)	Cabinet	16 Mar 2023	Open

Appendix 4a

Activity / Month	JUN 2022	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2023	FEB	MAR	APR	MAY
PERFORMANCE PANELS:												
Service Improvement & Finance (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Rob Stewart / David Hopkins Lead CMT: Ness Young / Ben Smith Lead Head of Service: Lee Wenham				6	4	8	6	17	14	14	18	9
Education (monthly) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Robert Smith Lead CMT: Helen Morgan-Rees Lead Head of Service: cross-cutting					27	17	15	19	13	16	20	11
Adult Services (every 6 weeks) Lead Scrutiny Councillor: Sue Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Louise Gibbard Lead CMT: Dave Howes Lead Head of Service: Amy Hawkins / Helen St John				27		8	20	31	13 Joint SS	21		2
Child & Family Services (every 6 weeks) Lead Scrutiny Councillor: Paxton Hood-Williams Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Louise Gibbard Lead CMT: Dave Howes Lead Head of Service: Julie Davies					11	1	5	24	13 Joint SS	7	25	

Activity / Month	JUN 2022	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2023	FEB	MAR	APR	MAY
Development & Regeneration (every 2 months) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Rob Stewart / Robert Francis-Davies Lead CMT: Mark Wade Lead Head of Service: Phil Holmes				5		14		23		20		15
Climate Change & Nature (every 2 months) Lead Scrutiny Councillor: Hannah Lawson Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Andrea Lewis Lead CMT: Mark Wade Lead Head of Service: cross-cutting						9		10		8		2
WORKING GROUPS:												
Topic 1 – Road Safety Lead Scrutiny Councillor: Hazel Morris Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Andrew Stevens Lead CMT: Mark Wade Lead Head of Service: Stuart Davies							7					
Topic 2 – Co-production Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Hayley Gwilliam Lead CMT: cross-cutting / Ness Young Lead Head of Service: cross-cutting / Marlyn Dickson												

Activity / Month	JUN 2022	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2023	FEB	MAR	APR	MAY
Topic 3 – Healthy City Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Elliot King Lead CMT: Dave Howes Lead Head of Service: cross-cutting												
Topic 4 – Customer Contact Lead Scrutiny Councillor: Rebecca Fogarty Lead Scrutiny Officer: Rachel Percival Lead Cabinet Member: Andrea Lewis Lead CMT: Ness Young Lead Head of Service: Sarah Lackenby												
REGIONAL SCRUTINY:												
Partneriaeth (Education / School Improvement) (quarterly) Lead Scrutiny Councillors: Lyndon Jones / Peter Black Lead Scrutiny Officer: Michelle Roberts Lead Partneriaeth: Ian Altman / Gareth Morgans Lead Cabinet Member: Robert Smith Lead CMT: Helen Morgan-Rees Regional Lead: (Lead Director for Partneriaeth)					24				13			
Swansea Bay City Region Joint Scrutiny Committee (every 2 months) Lead Scrutiny Councillor: Rob James (Carmarthenshire Council) Swansea Scrutiny Councillors: Jan Curtice, Victoria Holland, Chris Holley Lead Scrutiny Officer: Stacy Curran, Neath Port Talbot		5		6			6					

<p>Council Lead Cabinet Member: Rob Stewart Lead CMT: Martin Nicholls / Mark Wade Lead Head of Service: Phil Holmes</p>												
<p>South West Wales Corporate Joint Committee - Overview & Scrutiny Sub-Committee (quarterly) Lead Scrutiny Councillor: tbc Swansea Scrutiny Councillors: Peter Black, Wendy Lewis, Mike White Lead Scrutiny Officer: Stacy Curran, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Martin Nicholls / Mark Wade Lead Head of Service: Phil Holmes</p>						8		27				

* denotes extra meeting

** not public

Progress Report – Current Scrutiny Panels / Working Groups / Regional Scrutiny

1. Inquiry Panels:

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

a) **Anti-Social Behaviour** (convener: Cllr Terry Hennegan)

Key Question: to be determined

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

Arrangements have been made for the Inquiry Panel to initially meet to have a briefing on the issue and then determine the key question and terms of reference for the inquiry. A date of 24 November 2022 has been arranged.

(NB - Inquiries may take up to six months to complete, as they will call for wide ranging evidence, and will lead to a report with conclusions and recommendations that will be presented to Cabinet)

2. Follow Up on Completed Inquiries:

Follow-ups of inquiries will consider both the implementation of scrutiny recommendations and wider impact / difference made. Inquiry Panels are reconvened between 6-12 months after cabinet decision on Inquiry reports.

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
Procurement	20 Oct	14	0	0	tba June/July 2023

3. Performance Panels:

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

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

This Panel meets every month. On 4 October, the Panel looked at the Quarter 1 2022/23 Budget Monitoring Report and the Annual Performance Monitoring Report for 2021/22. At their next meeting on 8 November the Panel will look at the Review of Revenue Reserves, Quarter 1 2022/23 Performance Monitoring Report, Welsh Public Library Standards Annual Performance Report and the Welsh Housing Quality Standards Annual Update.

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

This Panel meets every month. At their first meeting on the 27 October the Panel agreed their work programme, looked at the outcome of the Estyn Inspection into Education Services in Swansea, the structure of and key priorities for education currently, a briefing on Partneriaeth and the pupil voice manifesto. At the next meeting on the 17 November they will look at progress with Additional Learning Needs Reform, Pupil Development Grant Spend, the school improvement service and receive an update on the introduction of the New Curriculum for Wales in Swansea.

c) **Adult Services** (convener: Cllr Susan Jones)

This Panel meets every 6 weeks. The first meeting of this municipal year took place on 27 September, and to start with the Panel received an overview of Adult Services in Swansea, including key priorities and challenges, and Performance Monitoring Report, including update on workforce pressures and impact. The Panel also agreed a work programme for the year ahead. At its next meeting on 8 November the Panel will discuss actions following the Audit Wales report on Direct Payments for Adult Social Care, receive a briefing on recent CIW Inspection Reports, and discuss the Director of Social Services Annual Report 2021/22.

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

This Panel meets every 6 weeks. The Panel met on 1 November to receive an update on the Corporate Parenting Board and to discuss Residential Care Services. At the next meeting on 5 December the Panel will receive an update on the Child and Family Improvement programme and Performance Monitoring, discuss how regional arrangements are working with the Regional Safeguarding Board and look at the Safeguarding Quality Unit Annual Report.

e) **Development & Regeneration** (convener: Cllr Chris Holley)

This Panel meets every two months. On 5 September the Panel met to look at the Regeneration Programme/Project Monitoring Report, they then discussed and agreed their work programme for the rest of 2022/23. The next Panel meeting will be held on 14 November will

continue to review the Regeneration Programme/Project Monitoring Report as well as a focus on City Centre Retail Development.

f) **Climate Change & Nature** (convener: Cllr Hannah Lawson)

This Panel meets every two months. The Panel is meeting on 9 November and will hear from lead Cabinet Members and officers who will provide an overview on the subject matter and information on relevant priorities, plans and challenges. The Panel will also discuss Water Quality and Management and agree its Work Programme for the year ahead.

4. Regional Scrutiny:

This is collaborative scrutiny with other Local Authorities for topics / issues of shared interest or concern, and models of regional working.

a) **Partneriaeth - Regional Education Partnership**

Following approval of a legal agreement by each Council's Cabinet, the new regional education partnership called 'Partneriaeth' includes Swansea, Carmarthenshire and Pembrokeshire Councils. Within the agreed governance structure, there is a Joint Scrutiny Councillor Group, similar to that which existed to scrutinise the Education Through Regional Working (ERW) Regional School Improvement Consortium.

The first Partneriaeth Scrutiny Councillor Group took place on the 24 October 2022 where they looked at the legal agreement, received feedback on items on the agenda for the Partneriaeth Joint Committee agreed their work plan for this school year.

Partneriaeth Scrutiny is expected to take place every school term, mirroring meetings of the Partneriaeth Joint Committee. Two further meetings have been scheduled so far in February and June 2023.

b) **Swansea Bay City Region City Deal**

The Joint Scrutiny Committee meets every two months. On 6 September the Committee focussed on financial monitoring and looking at the City Deal Annual Report for 2021/22 which provides summary of key activity for the last 12 months and forthcoming 12 months planned activity along with case studies of completed work and various other aspects covering delivery achievements and planned benefits/outcomes.

The next meeting takes place on 6 December.

The Joint Scrutiny Committee is supported by Scrutiny Officers in Neath Port Talbot Council and agendas / minutes of meetings can be found on-line:

<https://democracy.npt.gov.uk/ieListMeetings.aspx?Committeeld=417>

c) **South West Wales Corporate Joint Committee**

The Corporate Joint Committee (CJC) involves Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils, as well as Brecon Beacons and the Pembrokeshire Coast National Park Authorities, and will exercise functions relating to strategic land use planning, regional transport planning and the exercise of economic well-being powers. The Committee has agreed to set up a CJC Overview & Scrutiny Sub-Committee which will meet at least quarterly. The Joint Overview & Scrutiny Sub-Committee, is being serviced by Neath Port Talbot Council, and will scrutinise the decisions / actions of the CJC as it discharges its functions and performance in relation to policy objectives and targets. The Joint Scrutiny arrangement will not preclude scrutiny within constituent Councils in order to discuss the impact of the CJC on their Council and locality. The first CJC Overview & Scrutiny Sub-Committee meeting will take place on 8 November 2022 (re-arranged from 23 September).

5. **Working Groups:**

A number of new topics have been identified which will be dealt with through one-off Working Groups. These enable a 'light-touch' approach to specific topics of concern and will be planned as a one-off meeting (in the order shown below) primarily involving discussion with relevant cabinet member(s) / officer(s), and any other persons called, to gather information, ask questions, and give views / raise any concerns.

a) **Road Safety** (convener: Cllr Hazel Morris)

This Working Group will meet on 7 December to enable information, focussed questioning & discussion to understand the Council's role and responsibilities on road safety, e.g., asking about hot spots; work to improve safety; preventative measures; speed controls – use of signs / humps / cameras; proposed new 20mph limits; condition of roads; safety of cyclists & pedestrians; partnership working, etc. A letter with the Working Group's conclusions and recommendations will then be sent to the Cabinet Member.

This has been carried over from previous work programme.

b) **Co-production** (convener: Cllr Lyndon Jones)

This will enable information, focussed questioning & discussion on the development of Co-production in the Council and progress, helping to improve involvement and engagement with service users, partners, and the public in the design & delivery of services & decision-making, etc.

c) **Healthy City** (convener: Cllr Mary Jones)

This will enable information, focussed questioning & discussion exploring the Healthy City Partnership, key activities and achievements, work in relation to health promotion, particularly physical activities, including provision of outdoor sport and activities and opportunities for young people, etc.

This has been carried over from previous work programme.

d) **Customer Contact** (convener: Cllr Rebecca Fogarty)

This will enable information, focussed questioning & discussion on the user experience when contacting the Council / accessing services whether by telephone or on-line / through digital means; provision for off line and on-line contact; effectiveness of Council Contact Centre; on-going actions to improve digital inclusion / access; quality of website, etc.

Appendix 5 - Integrated Impact Assessment Screening Form

Which service area and directorate are you from?

Service Area: Legal, Democratic Services & Business Intelligence

Directorate: Resources

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

Information / monitoring report on the agreed Scrutiny Work Programme and progress.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 5 - Integrated Impact Assessment Screening Form

- Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement**

The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The Work Programme takes into account a range of factors, including Council priorities and community concerns. The public were invited to input scrutiny topic suggestions.

- Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:**

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

-
- Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)**

High risk

Medium risk

Low risk

-
- Q6 Will this initiative have an impact (however minor) on any other Council service?**

Yes No **If yes, please provide details below**

The work of Scrutiny will involve examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers).

-
- Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?**

Low impact because there are no decisions within the report which will directly affect service users, people and/or communities, but scrutiny activity described within the report have the potential for engagement to ensure public views can feed into the Scrutiny process. Each Scrutiny Inquiry and report will be subject to its own IIA process.

Appendix 5 - Integrated Impact Assessment Screening Form

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

The work of Scrutiny is open to the public, promoted via Council media channels, and enable all citizens to ask questions, raise issues and/or input views. The Work Programme takes into account a range of factors, including Council priorities and community concerns. The public were invited to input scrutiny topic suggestions. The work of Scrutiny will involve examination of Council services and making recommendations for improvement to Cabinet Members (and other decision-makers). Scrutiny activities have the potential for engagement to ensure public views can feed into the Scrutiny process. Each Scrutiny Inquiry and report will be subject to its own IIA process.

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Screening completed by:
Name: Brij Madahar
Job title: Scrutiny Team Leader
Date: 31 October 2022
Approval for Head of Service:
Name: Debbie Smith
Position: Deputy Chief Legal Officer
Date: 7 November 2022

Agenda Item 11



Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 15 November 2022

Scrutiny Letters

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

1. Introduction

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

2. Reporting of Letters

- 2.1 All scrutiny letters, whether they are written by the Scrutiny Programme Committee or conveners of Panels / Working Groups, are published to ensure visibility, of the outcomes from meetings, across the Council and public.
- 2.2 The Scrutiny Programme Committee agenda also includes a copy of letters to/from Cabinet Members for its attention and discussion as required, e.g., letters relating to the work of the Committee, Working Groups, and Inquiry Panel follow ups. Letters are included when Cabinet Member responses that were awaited are received or where a scrutiny letter did not require a response.
- 2.3 Where requested Cabinet Members are expected to respond in writing to scrutiny letters within 21 calendar days. The response should indicate what action (if any) they intend to take, or have taken, as a result of the views and recommendations made.
- 2.4 Letters relating to the work of Performance Panels are part of an ongoing dialogue with Cabinet Members and are therefore reported back and monitored by each Panel. However, all Performance Panel Conveners will provide a progress report to the Committee, including summary of correspondence with Cabinet Members and outcomes.

3. Letters Log

- 3.1 This report contains a log of scrutiny letters produced to enable the Committee to maintain an overview of letters activity over the current municipal year – see **Appendix 1**. The letters log will show the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale. During the previous year (2021/22) 66 letters were sent to Cabinet Members, of which 24 required a written response. The average time taken to respond was 18 days, with 71% responded to within the 21 days target.
- 3.2 The following letter(s), not already reported to the Committee, are **attached** for discussion:

	Activity	Meeting Date	Correspondence
a	Committee (Pre-Decision Scrutiny – Oracle Project Investment Update)	18 Oct	Letter to Cabinet Members for Economy, Finance & Strategy and Service Transformation

3.2.1 As indicated in the letter the Committee is expecting a further report following implementation of the new Oracle system, which will provide clarity on total project cost, so that the public have a clearer understanding of the costs, and benefits of the project.

4. Legal Implications

4.1 There are no legal implications.

5. Financial Implications

5.1 There are no financial implications.

Background Papers: None

Appendices:

Appendix 1: Scrutiny Letters Log – 2022-23

Appendix 2: Scrutiny Letters / Responses

Scrutiny Letters Log (2022-2023)

Ave. Response Time (days): #DIV/0! (target within 21 days) % responses within target: #DIV/0!

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken
1	Committee	16-Aug	Community Hubs / Archives	Equalities & Culture	12-Sep	n/a	n/a
2	Development & Regeneration Performance Panel	05-Sep	Regeneration Programme / Project Monitoring	Investment, Regeneration & Tourism	17-Oct	n/a	n/a
3	Committee	18-Oct	Pre-decision Scrutiny - Oracle Project Investment Update	Joint Economy, Finance & Strategy and Service Transformation	19-Oct	n/a	n/a
4	Adult Services Performance Panel	27-Sep	Service Overview	Care Services	24-Oct	n/a	n/a
5	Service Improvement & Finance Performance Panel	04-Oct	Quarter 1 Budget Monitoring Report 22/23	Economy, Finance & Strategy (Leader)	27-Oct		
6	Service Improvement & Finance Performance Panel	04-Oct	Annual Performance Monitoring Report 21/22	Corporate Services & Performance	27-Oct	n/a	n/a
7	Education Performance Panel	27-Oct	Service Overview, Partneriaeth, Pupil Manifesto	Education & Learning	07-Nov	n/a	n/a
8							
9							
10							
11							
12							
13							
14							
15							



**To/
Councillor Rob Stewart,
Cabinet Member for Economy,
Finance & Strategy (Leader) &
Councillor Andrea Lewis, Cabinet
Member for Service Transformation
(Deputy Leader)**

BY EMAIL

cc: Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2022-23/2

19 October 2022

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Members following the Committee meeting on 18 October 2022. It is about the proposed Cabinet decision on the Oracle Project. A formal written response is not required.

Dear Councillor,

Pre-decision Scrutiny of Cabinet Report: Oracle Project Investment Update

The Scrutiny Programme Committee met on 18 October 2022 to consider the report that you intend to present and recommend to Cabinet on 20 October. We thank you and officers for attending the meeting to present the report and answer questions.

Your Cabinet report provides an update on the Oracle Fusion project and seeks approval for additional investment in the project to meet unavoidable costs associated with the pandemic and recovery from it. It asks Cabinet to approve the revised plan and timeline for the implementation of the Oracle project together with further investment as outlined in paragraph 4.1 of the Cabinet report.

We are writing to confirm our views on the proposed decision for Cabinet to consider before it makes a decision.

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

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

You highlighted to the Committee that:

- The transformation project was initiated, as the existing Oracle system was due to become end of life, just as the unforeseen pandemic was about to hit, which consequently has delayed progress in implementation and impacted on costs. Apart from time lost due to sickness related to COVID, council resources were unavoidably diverted to ensure it could get through the pandemic with officers working under pressure to support people and businesses throughout the pandemic.
- This is a multi-organisation project with a global computer technology corporation whose staff and operations have also been affected by the pandemic.
- Most of the additional costs are directly related to the impact of the pandemic, and bring the total additional investment figure required to deliver the project to around £11.2m, including a contingency fund of £500k which remains in place. You reported that £6.1m can be attributed directly to the pandemic and the council's need to manage its impact on employees, individuals, businesses, and communities across Swansea.
- A case is being made to the Welsh Government to meet the £6.1m in extra costs, in line with commitments made to councils about additional expenditure incurred due to the pandemic. This would then bring council spending on the project back in line within the projected budget reported back in 2019.
- The upgrade to the new Oracle Fusion Cloud system will provide a more resilient platform and should have a 10–20 year life.

Several questions were asked at the meeting which were responded to, relating to project delay, concerns around the financial implications, exploration of the specific areas of spending listed in Table 1 (para. 4.1 of the Cabinet report), and reasons for the additional activities stated.

We sought clarification of project investment, considering previous Cabinet reports on the matter which had also been scrutinised by the Committee. In January officers confirmed to us that the additional investment at that time would be just under £8.5m. The latest report indicates that the projected cost is now just under £10.8m plus a £500,000 contingency, that is over twice the estimated £4.8m cost in the September 2019 Cabinet report.

We also asked about the risk of a further escalation of costs given variables reported that may be out of the council's control, for example the timing of the teachers' and local government pay award implementation will add to the complexity of the project and the resources required to complete individual tasks. The nearer the implementation date is to the end of the financial year the higher the risk to the go live date of 1 April 2023. It was explained that any change requests which arise during project implementation would attract an additional charge.

We noted that the project is a top priority for the Service Centre and the Finance Team and plans are in place to manage other business critical activities such as recruitment, debtors and creditors, procurement, and payroll.

Committee Feedback

In the time available to review your report and ask questions, the Committee wish to bring the following to the attention of Cabinet:

- The Committee has some concerns about the increase in overall project costs. Given the potential for further costs (chargeable changes), the council will, for example, need to ensure its review of licences prior to Audit is accurate to avoid additional costs.
- There is concern about the possibility of further overrun in project implementation, which would mean not being able to meet the proposed go-live date of 1 April 2023. Support for the existing Oracle system will finally end June 2023 therefore there is little room for slippage.
- There is some doubt whether the Welsh Government will cover the £6.1m reported as additional costs due to the pandemic, and if and when this will be considered. We understand that to date they have refused to meet additional ICT costs incurred as a result of COVID.
- The Cabinet report is about additional investment. The Committee would like a report, following implementation of the new system, which provides clarity on total project cost, so that the public have a clearer understanding of the costs, and benefits of the project, to explain the spending of over £10m. It is acknowledged that the actual final cost will not be known until after implementation.

I will attend the meeting on Thursday to address Cabinet with the feedback from Scrutiny, as contained in this letter.

Your Response

We hope that you find the contents of this letter helpful. No response is required unless there are any material changes to the report and/or variation to the recommendation/proposed Cabinet decision, which the Committee should be alerted to.

Yours sincerely,



COUNCILLOR PETER BLACK

Chair, Scrutiny Programme Committee

✉ cllr.peter.black@swansea.gov.uk

Agenda Item 12



Scrutiny Programme Committee – 15 November 2022

Date and Time of Upcoming Scrutiny Panel / Working Group Meetings

15 November – 13 December

- a) 17 November at 4.00pm – Education Performance Panel
- b) 24 November at 10.00am – Anti-Social Behaviour Inquiry Panel (pre-inquiry briefing)
- c) 5 December at 4.00pm – Child & Family Services Performance Panel
- d) 6 December at 10.00am – Service Improvement & Finance Performance Panel
- e) 6 December at 2.00pm – Swansea Bay City Region Joint Scrutiny Committee (hosted by Neath Port Talbot Council)
- f) 7 December at 2.00pm – Road Safety Working Group

Scrutiny Meetings will be multi-location meetings, held in the Gloucester Room, Guildhall or accessed remotely via MS Teams, unless otherwise stated.