



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Programme Committee

At: Remotely via Microsoft Teams

On: Tuesday, 15 September 2020

Time: 4.00 pm

Chair: Councillor Peter Black CBE

Membership:

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

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

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

Watch Online: <https://bit.ly/2FCW9HM>

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

Page No.

1 Apologies for Absence.

2 Disclosures of Personal & Prejudicial Interest.

www.swansea.gov.uk/disclosuresofinterests

3 Prohibition of Whipped Votes and Declaration of Party Whips.

4 Minutes.

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

5 Public Question Time.

Questions must be submitted in writing, no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.


6 Annual Scrutiny Work Programme Review 2019/20.

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7 Future Scrutiny Programme Committee Work Plan

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Next Meeting: Tuesday, 13 October 2020 at 4.00 pm



Huw Evans

Head of Democratic Services

Tuesday, 8 September 2020

Contact: Democratic Services - Tel (01792) 636923

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Remotely via Microsoft Teams

Tuesday, 25 August 2020 at 4.00 pm

Present: Councillor P M Black (Chair) Presided

Councillor(s)

E W Fitzgerald
D W Helliwell
W G Lewis

Councillor(s)

L S Gibbard
T J Hennegan
W G Thomas

Councillor(s)

J A Hale
P K Jones
T M White

Statutory Co-opted Member(s)

D Anderson-Thomas

Councillor Co-opted Member(s)

C A Holley
P R Hood-Williams

L R Jones
J W Jones

Also Present

Councillor Rob Stewart Leader / Cabinet Member for Economy, Finance & Strategy
Councillor Clive Lloyd Cabinet Member for Adult Social Care & Community Health Services

Officer(s)

Jeffrey Dong Deputy Chief Finance Officer / Deputy Section 151 Officer.
David Howes Director of Social Services
Kate Jones Democratic Services Officer
Brij Madahar Scrutiny Team Leader
Martin Nicholls Director of Place
Phil Roberts Chief Executive
Debbie Smith Deputy Chief Legal Officer

Apologies for Absence

Councillor(s): C Anderson, E T Kirchner and G J Tanner

144 Disclosures of Personal & Prejudicial Interest.

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

Councillor C A Holley - personal - Minute Nos. 149 – Daughter works for Social Services.

145 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.

146 Minutes.

Resolved that the Minutes of the Scrutiny Programme Committee held on 14 July 2020 be approved as a correct record.

147 Public Question Time.

There were no public questions.

148 Update on COVID-19 Recovery Planning.

The Leader / Cabinet Member for Economy, Finance & Strategy, the Chief Executive, the Director of Place and the Deputy Chief Finance Officer were present for the Committee's consideration of the Council's response to the COVID-19 Pandemic and recovery planning.

The Chief Executive led the presentation of information to the Committee, which focussed on the recovery and included: -

- City Economy
 - Regional approach via Growth Deal
 - Regeneration Programme continuing
 - Sectoral Impacts
- Supporting Business
- The 3 phases of the recovery plan: Remobilise, Reshape, Regenerate
- Timeline – Cabinet approval of recovery plan was anticipated end of September / early October
- Workstreams
 - Care Services
 - Education and Learning
 - Future Workforce
 - Equalities
 - Community Support
 - Economy and Environment

Questions and discussions with the Leader and Officers focused on the following:

Test, Trace & Protect (TTP) Service

- Staff employed in the TTP service - 4 Full Time Equivalent (FTE) Clinical Leads, 12 FTE Tracers, 32 FTE Advisers, 5 FTE Environmental Health Officers made up of a mix of secondees and NHS staff
- Measuring success – current figures were approx. 90% traced within 24 hours (exceeding national target), however the number of cases were low.
- Testing capacity and numbers of people being tested – approx. 2-3% of tests were positive

- Partnership working with other Authorities
- Public awareness of TTP and compliance
- Monitoring of people who needed to self-isolate
- Testing in care homes

Recovery Planning

- Recommencing services as far as possible
- Maximising public investment to support recovery planning
- Attracting third party investment
- Building further on excellent collaboration created with other partners and agencies throughout the pandemic
- Covid-19 outlook that may affect recovery planning

Emergency food support

- Ongoing needs and support for asylum seekers and refugees

Business and economy

- Reimbursement for money spent and lost income
- Schemes to help businesses - business grants, waived fees for using outside space, fast tracked licences for use of outside space, advice for re-opening safely
- Current position with footfall / retail recovery
- Employment of local staff and local companies in the City Centre Development, particularly the new Arena
- Community benefits from City Centre Developments
- Impact of homeworking on the City Centre and the demand for office space
- Demand and uptake of City Centre student accommodation
- Possibility of incorporating agile staff working spaces in Community Hubs
- Potential closure of District Housing Offices – alternative provision of services

Finance

- Impact of loss of income – expectation of reimbursement from Welsh Government and financial support to aid recovery
- Comprehensive Spending Review

Environment

- Roll out of Green Infrastructure Programme to other areas in Swansea

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

149 West Glamorgan Regional Partnership - Overview of the Regional Response to COVID focussed on Care Homes.

The Cabinet Member for Adult Social Care & Community Health Services and the Director of Social Services were present for the presentation of the 'West Glamorgan Regional Partnership - Overview of the Regional Response to COVID focused on Care Homes'.

The report looked at the regional response to COVID in care homes based on advice and guidance available at the relevant times. The review was commissioned by the Regional Partnership. It reflects upon the implementation of government advice and partnership decision-making, the management of COVID in care homes and safeguarding, as well as challenges within the partnership.

The Director of Social Services highlighted some of the key findings of the report including the positives and challenges of the Partnership. The collaboration and partnership working was identified as a particular strength. A particular challenge had been the over reliance on symptomology, however it is now known that asymptomatic transmission was a problem in closed settings. There was more work to be done to plan for any potential future spikes in COVID-19, but also a number of lessons had been learned from the experience so far.

Questions focused on: -

- Figures of those who had COVID-19 – various numbers and changes in recording and other variants provide different figures.
- Concern about the discharge from hospital of those with COVID-19 and lessons learned
- Frequency of testing of both staff and residents in care homes and levels of cases

The Cabinet Member expressed his thanks to all care home staff both in-house and external for their hard work.

Jack Straw, Independent Chair of the Health and Social Care Group on behalf of the Extraordinary Regional Partnership Board, was thanked for his work on the report as well as the Cabinet Member and Director of Social Services.

150 Date and Time of Upcoming Panel Meetings.

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

The meeting ended at 6.00 pm

Chair

Agenda Item 6



Report of the Chair

Scrutiny Programme Committee – 15 September 2020

Annual Scrutiny Work Programme Review 2019/20

Purpose:	Being the last scheduled Committee meeting of the 2019/20 council year, this report is to help councillors: <ul style="list-style-type: none">• look back at the work done this year• reflect on the experience• look forward to the new council year, and work programme.
Content:	The work programme for 2019/20 is described and reviewed. The work completed by the Committee is attached together with a summary of the established Scrutiny Panels and Working Groups.
Councillors are being asked to:	<ul style="list-style-type: none">• consider progress, achievements, and the effectiveness of the scrutiny work programme, and scrutiny practice• consider how well the Committee has worked this year• start thinking about the new work programme for the year ahead
Lead Councillor(s):	Councillor Peter Black, Chair of the Scrutiny Programme Committee
Lead Officer(s):	Tracey Meredith, Chief Legal Officer
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.

- 1.2 At the end of each council year it is good practice for the Committee to look back on the year's work and consider its effectiveness. This report is to help councillors take stock of the work done this year and reflect on the experience. The Committee may also wish to start thinking about future scrutiny topics.
- 1.3 The Committee will recognise that there have been two significant factors affecting the delivery of the work programme, and work of scrutiny, over the past year:
- a) Resources: The departure of one of the Council's Scrutiny Officers in October 2019 affected capacity to support planned activities. Consequently, the proposed inquiry on Procurement, and a number of Working Groups were put on hold in order to re-direct support to on-going activities and minimise impact on planned Performance Panel activities.
 - b) COVID-19: Because of the pandemic, scrutiny activities were temporarily suspended in March 2020. As a consequence of the wide-ranging impact of COVID-19, although resumed from June, scrutiny activity has been focused on the Council's COVID-19 response and recovery, not business as usual.

This has also meant that it has been sometime since the Committee has monitored the agreed work programme (March), which it ordinarily would keep an overview of at each monthly meeting.

- 1.4 The Committee will also note the extended length of the 2019/20 municipal year due to COVID-19, covering activities between May 2019 and September 2020. The Council AGM will take place on 1 October 2020.
- 1.5 Councillor Mary Jones was Chair of the Committee up to 4 June 2020, therefore much of the work reflected in this report was managed under her leadership.

2. Scrutiny Arrangements

- 2.1 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
- 2.2 Current scrutiny arrangements, agreed by Council in October 2012, aimed to achieve the following:
- All work to be managed by a single Scrutiny Programme Committee through a single work plan. This will ensure that work is cross cutting and not restricted to departmental silos.

- Specific work will be undertaken both through the Committee and by establishing informal panels (for in-depth activities) or working groups.
- The Chair of the Scrutiny Programme Committee shall maintain overall responsibility for the work and timetable for scrutiny, and ensuring that the work is carried out, in conjunction with the committee itself.
- All backbench councillors should have the opportunity to participate in scrutiny work regardless of committee membership.

3. Work Planning

3.1 The Committee has needed to ensure that the work of scrutiny is:

- manageable, realistic and achievable given resources available
- relevant to council priorities
- adding value and having maximum impact
- coordinated and avoids duplication

3.2 The annual Scrutiny Work Planning Conference took place on 10 June 2019, attended by 21 scrutiny councillors, 2 co-opted members, and the Chair of the Audit Committee who was also invited to participate.

3.3 Those in attendance were asked to think about what topics scrutiny should focus on in the year ahead, considering whether anything important was missing from the existing plan / current thinking, and achieving a balance of scrutiny across all Cabinet portfolios.

3.4 A range of perspectives were considered, including:

- Review of last year's work plan
- The Council's corporate priorities & strategic challenges (provided by Adam Hill – Deputy Chief Executive)
- Suggestions from councillors, staff and public

3.5 Those present shared views about the work programme and their priorities for the year ahead. Taking into account feedback from the conference, the Committee considered what should be included in the work programme. This was guided by the overriding principles 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.

3.6 The Committee recognised the importance of aligning scrutiny work more closely to the corporate priorities, but retaining a balance so there is room to look at issues of community concern. The Committee also wanted to ensure that there was a good coverage of scrutiny activity across all cabinet portfolios.

- 3.7 A proposed work programme was discussed by the Committee in July 2019 i.e. the topics that should be examined through various panels and working groups as well as a plan for future committee meetings. The Committee recognised the need to prioritise scrutiny activities, aligned with available scrutiny time and resources, to sharpen focus on the quality of scrutiny and impact. The agreed work programme for 2019/20 is attached as **Appendix 1**. It includes topic suggestions that were more appropriate for referral to Performance Panels.
- 3.8 Non-executive councillors who are not members of the committee were given the opportunity to participate in panels and other informal task and finish groups. New scrutiny topics, once agreed, were advertised to all non-executive councillors and expressions of interest sought. The membership of panels and working groups were then determined by the Committee.

4. Summary of Work Completed

- 4.1 The work of scrutiny has been carried out primarily in three ways – through the Committee itself and by establishing informal panels (for in-depth activities) or one-off working groups.

4.1.1 Formal Committee Meetings

- 4.1.2 A report was provided to each meeting, up to March 2020, to enable the Committee to maintain an overview of agreed scrutiny activities (including the work undertaken by the informal Panels and Working Groups established), monitor progress, and coordinate work as necessary.

- 4.1.3 As well as developing and managing the overall work programme and keeping an oversight on all scrutiny activities, the Committee has again focussed on holding Cabinet Members to account by holding formal questioning sessions and providing challenge on a broad range of policy and service issues over the course of the year. It also provided a place where the Committee could follow up on any recommendations made to cabinet members by recent Scrutiny Working Groups. This has resulted in the Committee communicating findings, views and recommendations for improvement through chair's letters to Cabinet Members. A copy of this year's completed Committee work plan is attached as **Appendix 2**.

- 4.1.4 The work can be summarised as follows:

- Cabinet Member Questioning Sessions

The Committee held 9 out of 12 Cabinet Members to account by holding a series of question sessions throughout the year. This has enabled the Committee to explore their work, looking at priorities, actions, achievements and impact. 8 out of the 10 cabinet portfolios

were covered. Sessions planned for April and May with remaining Cabinet Members had to be cancelled.

- Final Inquiry Reports

The Committee formally agrees any final inquiry reports, produced by Panels, for submission to Cabinet for decision. The following inquiry reports were agreed (status of cabinet response noted):

Inquiry	Report to Cabinet	Cabinet Decision	Recommendations		
			Agreed	Partly	Rejected
Equalities	19 Sep 2019	21 Nov 2019	18	0	0

- Chair's Letters - these are an established way for scrutiny to communicate findings, views and recommendations for improvement directly to Cabinet Members (and other decision-makers), reflecting discussion at meetings. Letters sent by the Committee and working groups, and those by panels that required action from the Committee, and responses were published within the Scrutiny Programme Committee agenda for discussion.

Response times are monitored and currently (as at 7 Sep) show that:

- the average response time is 21 days (against target of 21 days)
 - of the 45 letters which required a response 69% have been responded to within time.
- Scrutiny Dispatches – the Committee produced a regular summary of the headlines from the work of scrutiny for council and the public, which focussed on impact and how scrutiny is making a difference. It was reported to Council in November and March. Scrutiny Dispatches is used as a mechanism for internal and external communication of activity, and a valuable way to support and shape media coverage in the future. A further report that was planned for May was not produced.
 - Pre-decision Scrutiny – Taking into account strategic impact, public interest, and financial implications, the Committee carries out pre-decision scrutiny, unless delegated to relevant Panels. Five cabinet reports were subject to pre-decision scrutiny:

Report	Cabinet Member	Cabinet Meeting	Undertaken by
Enterprise Resource Planning (ERP) System	Business Transformation & Performance	19 Sep 2019	Committee
Housing Commissioning Review Option Appraisal Report	Homes, Energy & Service Transformation	21 Nov 2019	Committee
Foreshore Sites - Public	Investment,	9 Jan	Committee

Consultation and Procurement Responses Summary and Next Steps.	Regeneration & Tourism	2020	
Annual Budget	Economy & Strategy (Leader)	20 Feb 2020	Service Improvement & Finance Panel
COVID-19 Emergency Surge Hospital	Economy & Strategy (Leader)	27 Apr 2020	Committee

- Call-in of Cabinet decisions – None
- Referrals from Council (or other bodies) – None

Other Reports discussed:

- Housing Commissioning Review Progress
- Annual Corporate Safeguarding Report
- Scrutiny Annual Report for 2018/19 (reported to Council 24 Oct 2019)
- Scrutiny Performance Panel conveners provided progress reports on the work and impact of their Panels

Planned work not covered:

- Crime & Disorder Scrutiny (Safer Swansea Partnership) – Annual (meeting planned for April was cancelled)
- Children & Young People’s Rights Scheme – Annual Report
- Sustainable Swansea Programme – Annual Report

4.2.1 Informal Scrutiny Panels and Working Groups

4.2.2 A number of Scrutiny Panels were established to carry out in-depth inquiries or undertake in-depth monitoring of particular services:

- a) Inquiry Panels: to undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis. These would be significant topics where scrutiny can make a real difference. Inquiry panels are expected to take no longer than six months to complete and would 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.

The following Inquiry Panels met over the last year:

Inquiry	Status
Equalities (convener: Cllr Louise Gibbard): How effectively is the Council meeting and embedding the requirements under the Equality Act 2010 (Public Sector Duty for Wales)?	Final report presented to Cabinet on 19 Sep 2019. Cabinet response agreed 21 Nov 2019. Follow up meeting to be arranged.
Procurement (convener: Cllr Chris Holley): What is the Council doing to ensure it procures locally, ethically, and greenly while being cost effective and transparent in its practices?	Pre-inquiry planning meeting held 24 Oct 2019 to agree focus of inquiry. Evidence gathering to be agreed. Work placed on hold due to resources.

Follow up of Previous Scrutiny Inquiries – Inquiry Panels reconvene to follow up on the implementation of agreed recommendations and cabinet action plans, and the impact of their work. A meeting will usually be held around 6-12 months following cabinet decision, with a further follow up arranged if required. The following previous scrutiny inquiries were followed up during the year:

Inquiry	Monitoring Status
Regional Working (convener: Cllr Lyndon Jones)	Complete
Natural Environment (convener: Cllr Peter Jones)	Complete

- b) **Performance Panels:** to provide in-depth monitoring and challenge for clearly defined service areas. Performance Panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services. Performance Panel conveners provide a regular update to the Committee to enable discussion on key activities and impact.

Aligned to a new corporate priority and following on from the Natural Environment Scrutiny Inquiry, the Committee established an additional Performance Panel to focus on the Council's commitments on the natural environment and biodiversity. This meant that 7 Performance Panels met over the last year (frequency of meetings in brackets), with reduced frequency of the Public Services Board Panel:

Performance Panel	Convener*
Service Improvement & Finance (monthly)	Cllr Chris Holley
Schools (monthly)	Cllr Lyndon Jones
Adult Services (monthly)	Cllr Peter Black
Child & Family Services (every two months)	Cllr Paxton Hood-Williams
Development & Regeneration (every two months)	Cllr Jeff Jones
Natural Environment (quarterly)	Cllr Peter Jones
Public Services Board (<i>multi-agency Panel</i>) (twice yearly)	Chair of SPC (formerly Cllr Mary Jones up to 4 Jun 2020)

* Performance Panels were asked to confirm their convener for the municipal year (with the exception of the Public Services Board Panel whose chairing is fixed)

4.2.3 Working Groups - Although the majority of scrutiny work would be carried out through the Committee and panels, the Committee can also establish informal Working Groups of councillors. This has supported flexible working where it had been agreed that a matter should be carried out outside of the Committee but did not necessitate the establishment of a Panel. This method of working is intended to be light-touch – effectively a one-off focused meeting to consider a specific report or information, resulting in a letter (or report) to the relevant Cabinet Member(s) with views and recommendations.

An additional Performance Panel also meant reduced capacity to support Working Groups. 4 one-off Working Groups were included in the work programme.

1 Working Group meeting took place during the last year to look at the Council's preparedness for Brexit (convener: Cllr Peter Jones).

The other 3 Working Groups were placed on hold due to resources:

- Employee Health & Wellbeing (convener: Cllr Cyril Anderson)
- Road Safety (convener: Cllr Steve Gallagher)
- Digital Inclusion (convener: Cllr Lesley Walton)

4.2.4 Scrutiny of Regional Bodies:

Education through Regional Working (ERW):

Swansea scrutiny is involved in an informal regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A Scrutiny Councillor Group has been meeting bi-annually since 2016 in order to provide challenge to ERW, coordinate scrutiny work across the region and ensure a consistent approach. The Group decided that it would increase frequency of meetings to quarterly from 2019/20. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Schools Performance Panel. Meetings took place in June 2019 (hosted by Pembrokeshire Council), September 2019 (hosted by Ceredigion Council) and January 2020 (hosted by Powys Council). The Group has not met since due to the pandemic. The Swansea Scrutiny Team is providing the support for this group as the Council's contribution to ERW.

The Committee will be aware of changes afoot with regional school improvement arrangements and expected move to a four council partnership (based on the Swansea Bay City Deal footprint) from April 2021. A discussion about scrutiny arrangements will be needed in due course, whether continuation of informal meeting or otherwise.

Swansea Bay City Region City Deal:

The Joint Scrutiny Committee, approved by Council in July 2018, involves three councillor representatives from each of the four Councils involved in the City Deal, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme. Swansea's Councillor Representatives are: Jan Curtice, Phil Downing & Jeff Jones. The venue of meetings has been rotated around the four Councils. Although scheduled to meet quarterly meetings, additional meetings have been arranged. Meetings took place in June, September, October, and January. As per Joint Agreement, the Scrutiny Committee is serviced by Neath Port Talbot Council. Again, meetings since January 2020 have been affected by COVID-19.

- 4.2.5 **Appendix 3a** provides a timetable of all scrutiny activities carried out in 2019/20. Lead councillors and officers are also noted within.
- 4.2.6 **Appendix 3b** provides a snapshot of progress with all of the informal Panels and Working Groups established by the Committee and their current position.
- 4.2.7 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>

5. Public Requests for Scrutiny / Public Engagement

- 5.1 In accordance with the Local Government (Wales) Measure 2011 the Scrutiny Programme Committee has a protocol to deal with requests for scrutiny from individual councillors (who are not members of the committee) and/or members of the public.
- 5.2 Also, councillor calls for action (CCfA) specifically enable councillors to refer issues of local importance to an overview and scrutiny committee, however as a means of "last resort" in a broad sense, with issues being raised at a scrutiny committee after other avenues have been explored.
- 5.3 In accordance with these protocols, the chair of the Scrutiny Programme Committee is required to consider any requests received and bring about a proposal about how to deal with these to the committee for consideration.
- 5.4 Summary of activity over the year, to date:
 - One public / councillor request for scrutiny was received relating to Gull Nuisance and dealt with by the Natural Environment Performance Panel

- On five out of eight occasions questions were submitted to the Committee by members of the public for raising during Cabinet Member Q & A Sessions
- 47% of Committee meetings had public observers (eight out of 17 meetings)
- 47% of Committee meeting agendas had some form of public input (this includes questions being asked during Public Question Time at four meetings)
- 59% of Committee meetings generated media coverage (this related to the discussion within meetings on seafront development, CCTV in Swansea, Pension Fund investment in fossil fuel companies, possible development of a solar farm, traffic / safety around schools including air pollution, student property developments in the city, Brexit, pre-decision scrutiny of COVID-19 emergency hospital build, and COVID-19 Council response and recovery)

6. The Scrutiny Experience

- 6.1 At the conclusion of the year's work it is good practice to reflect on achievements and issues that have arisen. Committee members are encouraged to share their views on how their experience has been (positive and negative), and whether there are aspects of practice / process that could be improved.
- 6.2 The following questions may be worth considering:
- What has worked particularly well?
 - What has not worked so well?
 - Has scrutiny focused on the right things?
 - What could be improved about the Committee?
 - What would help you develop as a scrutineer?
- 6.3 A range of relevant statistics about scrutiny activity, covering the last year, are attached as **Appendix 4** to help the Committee consider, to some degree, the performance of scrutiny. For example, councillor attendance at the Committee (not including co-optees) is 74%, across 17 meetings held to date this year.
- 6.4 An informal meeting was held on 24 August that provided opportunity for committee members to reflect on the work of the Committee and work programme and identify any improvement and development issues. A separate report (**see Item 7**) describes some proposals about the focus of the Committee and adjustment to the overall work programme, for Committee agreement.
- 6.5 Based on self-evaluation and reflection, the Committee can consider whether, and what, other action should also be taken to improve scrutiny.

- 6.6 Also attached (**Appendix 5**), as a point of reference, is a recent discussion paper published by the Wales Audit Office called 'Six Steps to Better Scrutiny in Wales' and their six-point checklist to help improve the way decision-makers are held to account. It brings together some common themes and issues identified following their audit work across all 22 authorities during 2018. This sort of document, along with the previously published 'Characteristics of Effective Scrutiny', serve as a useful way to measure the effectiveness of our practice.
- 6.7 A number of scrutiny improvement objectives and action plan was agreed by the Committee in January 2019. This included actions to address the three proposals for improvement made by the Wales Audit Office following its review of the Council's scrutiny arrangements in 2018. The Committee should review and consider progress against the action plan - shown in **Appendix 6**. In doing so, the Committee should consider what the important improvement objectives and issues should be, going forward. The review of the current improvement plan shows only a small number of outstanding actions:
- Development and delivery of a scrutiny training and development programme (as suggested by Wales Audit Office).
 - Developing a method of direct post-meeting evaluation from those attending scrutiny meetings (Cabinet Members, officers, external persons etc.) that will help strengthen our evaluation of the impact and outcomes scrutiny activity.
 - Developing a specific Facebook page for scrutiny that should improve visibility of the work of scrutiny and sharing of stories, and active public engagement.

7. Developing Future Work Programme

- 7.1 Post-Council AGM, a remote work planning conference / consultation event could be arranged for 13 October, in place of the scheduled Committee meeting as has been typical in recent years, subject to no specific business needing to be considered by the Committee on this date. All scrutiny councillors would be invited to participate in this event to gather views on the programme and actual scrutiny topic suggestions. This will help the Committee to consider and identify priorities for scrutiny for the coming year.
- 7.2 It is suggested that given the delayed start to the 2020/21 municipal year, and the time that should be devoted to work planning, the next scrutiny work programme aims to identify activities to take us up to the end of the current Council term (May 2022), not just to the end of the next municipal year (which may only be 6/7 months away). The Committee can keep priorities under constant review and make changes accordingly as and when required.
- 7.3 As well as new topics the Committee will need to consider the continuation of current activities in the future Work Programme because of their importance or because work may be incomplete.

7.4 Carry Over:

a) The following work will need to be carried over from the current work plan, as it is incomplete:

- Follow up of Previous Scrutiny Inquiries

- Equalities

b) The following topics are outstanding from the current work programme. Taking account of feedback at the Work Planning Conference and new topic suggestions, the Committee will need to decide whether these topics should be retained in the next Work Programme:

- Procurement (as an Inquiry)
- Employee Health & Wellbeing (as a Working Group)
- Road Safety (as a Working Group)
- Digital Inclusion (as a Working Group)

7.5 Ongoing Activities:

a) Unless the Committee makes changes, it is assumed that the following work will continue on the terms already agreed:

- Performance Panels

- Service Improvement & Finance
- Schools
- Adult Services
- Child & Family Services
- Development & Regeneration
- Natural Environment
- Public Services Board (*multi-agency Panel*)

- Regional ERW Scrutiny Councillor Group

b) In addition, the Council has agreed involvement in the Swansea Bay City Region City Deal Joint Scrutiny Committee, which will continue unless otherwise agreed by Council.

7.6 Pre-decision scrutiny – 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 7**). 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. This will be carried out by the Committee unless delegated to relevant

Panels as appropriate. This work will need to be scheduled into respective work plans.

7.7 The Committee is invited to share ideas about any other topics that might need to be looked at by scrutiny in future.

7.8 Following a Work Planning Conference in October, the next meeting of the Scrutiny Programme Committee (17 November) would then focus on reflection on feedback from the Conference, and other relevant considerations / views, and agreement of a work programme for 2020/21, and possibly beyond.

8. Scrutiny Annual Report

8.1 The key achievements from the scrutiny work carried out over the past year and its impact will be featured in the Scrutiny Annual Report which will be published in the next few months.

9. Financial Implications

9.1 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.

10. Legal Implications

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

Background papers: None

Appendices:

Appendix 1: The Agreed Work Programme 2019/20

Appendix 2: Scrutiny Programme Committee - Completed Work Plan 2019/20

Appendix 3a: Work Programme 2019/20 – Timetable of Activity

Appendix 3b: Progress Report – Current Scrutiny Panels and Working Groups

Appendix 4: Scrutiny Performance Data

Appendix 5: Wales Audit Office Publication - 'Six Steps to Better Scrutiny in Wales' and six-point checklist

Appendix 6: Scrutiny Improvement Objectives / Action Plan - Progress

Appendix 7: Cabinet Forward Plan

Agreed Scrutiny Work Programme 2019/20

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

Agreed Scrutiny Work Programme 2019/20

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

Scrutiny Programme Committee – Work Plan 2019/20

Standing / Recurring Agenda Items:

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

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

ACTIVITY	18 November 2019*	8 January 2020*	13 January 2020	10 February 2020	9 March 2020	24 April 2020*
Scrutiny Work Programme						
Cabinet Member Question & Answer Sessions			Economy & Strategy (Leader)	<ul style="list-style-type: none"> • Environment & Infrastructure Management • Care, Health & Ageing Well 	Investment, Regeneration & Tourism	
Other Cabinet Member / Officer Reports						
Scrutiny Performance Panel Progress Reports			<ul style="list-style-type: none"> • Service Improvement & Finance • Development & Regeneration 	Adult Services	Education	
Pre-decision Scrutiny	Housing Commissioning Review Option Appraisal Report	Foreshore Sites - Public Consultation and Procurement Responses Summary and Next Steps				COVID-19 Emergency Build of Surge Hospital
Final Scrutiny Inquiry Reports						
Scrutiny Reports to Council				Scrutiny Dispatches Impact Report		

ACTIVITY	4 June 2020*	16 June 2020	14 July 2020	25 August 2020	15 September 2020
Scrutiny Work Programme	Election of Chair of Scrutiny Programme Committee for remainder of municipal year				<ul style="list-style-type: none"> • Annual Work Programme Review • Progress on Scrutiny Improvement Objectives • Future Committee Work Plan
Cabinet Member Question & Answer Sessions					
Other Cabinet Member / Officer Reports		Council Response to COVID-19 Pandemic	Update on COVID-19 Response and Recovery	<ul style="list-style-type: none"> • Update on COVID-19 Recovery Planning • West Glamorgan Regional Partnership - Overview of the Regional Response to COVID focussed on Care Homes 	
Scrutiny Performance Panel Progress Reports					
Pre-decision Scrutiny					
Final Scrutiny Inquiry Reports					
Scrutiny Reports to Council					

* denotes extra meeting

To Be Arranged:

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

Specific Recurring Reports to Committee:

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

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

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

Appendix 3a

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

* denotes extra meeting

Activity / Month	JUN 2020	JUL	AUG	SEP								
Equalities Follow Up (Cabinet decision: 21 Nov 2019) Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Clive Lloyd Lead CMT: Sarah Caulkin Lead Head of Service: Tracey Meredith												
PERFORMANCE PANELS:												
Adult Services (monthly) – last met 17 Mar Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Clive Lloyd Lead CMT: Dave Howes Lead Head of Service: Amy Hawkins / Helen StJohn		13										
Service Improvement & Finance (monthly) – last met 2 Mar Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: Rob Stewart / Andrew Stevens Lead CMT: Adam Hill / Ben Smith Lead Head of Service: cross-cutting				21								
Education (monthly) - last met 12 Mar Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: cross-cutting		15										

Appendix 3a cont'd

Activity / Month	JUN 2020	JUL	AUG	SEP								
Child & Family Services (bi-monthly) – last met 24 Feb Lead Scrutiny Councillor: Paxton Hood-Williams Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Elliot King / Sam Pritchard Lead CMT: Dave Howes Lead Head of Service: Julie Thomas				16								
Development & Regeneration (bi-monthly) – last met 18 Feb Lead Scrutiny Councillor: Jeff Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Rob Stewart / Robert Francis-Davies Lead CMT: Martin Nicholls Lead Head of Service: Phil Holmes				14								
Natural Environment (quarterly) – last met 16 Dec Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: David Hopkins / Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: cross-cutting				1								
Public Services Board (twice yearly) – last met 5 Feb Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: Rob Stewart / Clive Lloyd Lead CMT: Phil Roberts Lead Head of Service: cross-cutting												

Activity / Month	JUN 2020	JUL	AUG	SEP								
WORKING GROUPS:												
Brexit (initial meeting held 23 Sep 2019) Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Rob Stewart / Clive Lloyd Lead CMT: Adam Hill Lead Head of Service: cross-cutting												
Staff Health & Well-being Lead Scrutiny Councillor: Cyril Anderson Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Clive Lloyd Lead CMT: Adam Hill Lead Head of Service: Sarah Caulkin												
Road Safety Lead Scrutiny Councillor: Steve Gallagher Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Stuart Davies												
Digital Inclusion Lead Scrutiny Councillor: Lesley Walton Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Andrew Stevens Lead CMT: Sarah Caulkin Lead Head of Service: Jo Harley												

Activity / Month	JUN 2020	JUL	AUG	SEP								
REGIONAL SCRUTINY:												
ERW - Education through Regional Working (bi-annual) – last met 27 Jan Lead Scrutiny Councillors: Lyndon Jones / Cyril Anderson Lead Scrutiny Officer: Michelle Roberts Lead ERW: Andi Morgan Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: Helen Morgan-Rees Regional Lead: Phil Roberts (Lead Director for ERW)												
Swansea Bay City Region Joint Scrutiny Committee (every two months) – last met 15 Jan Lead Scrutiny Councillor: Rob James (Carmarthenshire Council) Swansea Scrutiny Councillors: Jan Curtice / Phil Downing / Jeff Jones Lead Scrutiny Officer: Stacy Curran, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts / Martin Nicholls Lead Head of Service: Phil Holmes												

* denotes extra meeting

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

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

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

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

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The Procurement Pre-Inquiry Working Group met on the 24 October 2019 and involved an overview / briefing on the subject matter. This helped Councillors to be informed about how scrutiny can contribute to improvement and the focus, scale and direction of any inquiry. The Panel agreed to undertake an inquiry and the Terms of Reference were discussed. The inquiry work is on hold pending recruitment of Scrutiny Officer but will start evidence gathering as soon as possible and this could explore, for example

- effectiveness of process & strategy
- value for money / social value
- benefits to local economy
- impact of local procurement on regeneration / jobs
- financial savings to the Council
- collaboration

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

2. Follow Up on Completed Inquiries:

Follow-ups of inquiries will consider both the implementation of scrutiny recommendations and wider impact / difference made. Inquiry Panels are reconvened between 6-12 months after cabinet decision on Inquiry reports.

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
Regional Working	16 Aug 2018	11	0	0	15 Oct 2019 COMPLETE
Natural Environment*	18 Jul 2019	18	0	2	1 Sep 2020 COMPLETE
Equalities	21 Nov 2019	18	0	0	tba July 2020

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

3. Performance Panels:

NOTE: following the resumption of scrutiny activity in June, and in view of resources, the Committee directed that efforts be made to convene one meeting of each Performance Panel before the end of the municipal year (i.e. before October).

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

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

The Panel usually meets every month. The Panel last met on 2 March 2020 discussing the Corporate Complaints Annual Report, Quarter 3 Budget Monitoring and the Wales Audit Office Report on Local Government Use of Data.

The Panel is meeting on 21 September 2020 for discussion of latest corporate performance and financial monitoring reports (Revenue & Capital Budget Monitoring – 1st Quarter 2020/21; Annual Performance Monitoring Report – 2019/20) and relevant COVID-19 impacts and issues.

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

This Panel usually meets every month. The Panel met on 15 July 2020 for the first time since March 2020 for a service-specific update on the impact of COVID-19.

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

This Panel usually meets every month. The Panel met on 13 July 2020 for the first time since March 2020 for a service-specific update on the impact of COVID-19.

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

This Panel usually meets every two months. The Panel last met on 24 February 2020 to discuss progress on Child and Family Improvement Programme and Safeguarding.

The Panel is meeting on 16 September 2020 for a service-specific update on the impact of COVID-19 on this area of work.

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

This Panel usually meets every two months. The Panel last met on 18 February 2020 to discuss the draft budget proposals.

The Panel is meeting on 14 September 2020 for a service-specific update on the impact of COVID-19 on this area of work.

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

This Panel usually meets quarterly. The Panel met on 1 September 2020 for the first time since December 2019. The Panel was able to discuss relevant impacts of COVID-19 and emerging environmental lessons and opportunities. The Panel also completed the follow up on the implementation of recommendations from the Natural Environment Inquiry that were agreed by Cabinet in July 2019. The Panel also received a verbal update on Local Flood Risk Management.

g) **Public Services Board** (convener: Cllr Peter Black)

This Panel usually meets twice yearly. The Panel last met on 5 February 2020 and had been focussing on action plans associated with Public Services Board objectives, progress and outcomes. A meeting planned for 22 April 2020 was cancelled – it would have focussed on the Stronger Communities and Working with Nature objectives, hearing from Public Services Board leads – Mid & West Wales Fire & Rescue Service and Natural Resources Wales. Date for future meeting(s) are to be confirmed.

4. **Regional Scrutiny:**

This is collaborative scrutiny with other Local Authorities for topics / issues of shared interest or concern, and models of regional working.

a) **Education Through Regional Working**

The Scrutiny Councillor Group last met on 27 January 2020, hosted by Powys Council. They

- met with the Chair of the ERW Joint Committee and the Lead Director to discuss progress with reform programme and meeting the national mission for education
- discussed the costed ERW business plan
- spoke to the ERW Lead for Secondary Curriculum and Examinations
- spoke to the ERW Lead for Research and Higher Education Partnerships.

Arrangements for the next meeting are to be confirmed.

b) **Swansea Bay City Region**

The Joint Scrutiny Committee last met on 15 January 2020 in Pembroke to continue its City Deal Programme monitoring. As well as programme monitoring, there was specific discussion on local projects for Carmarthenshire and the Regional Digital Infrastructure Project, and a discussion on Terms and Conditions from UK and Welsh Governments on the release of monies.

Arrangements for the next meeting are to be confirmed.

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

This Working Group met on 23 September 2019 to enable information, questions and discussion about Council preparedness and resilience; how this is being discussed; what plans / contingencies are being put in place given possible impact, relationship with Wales / UK Government, etc. A letter was sent to the Cabinet Member for Economy & Strategy with the thoughts of the Working Group and a response received – reported to the Committee in November. This issue is being kept in the work programme with a further meeting of the Working Group anticipated post Brexit, when the impact(s) should be clearer.

The following planned Working Groups are currently on hold due to resources:

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

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

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

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

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

This will enable councillors to follow up on the Working Group meeting originally held in March 2017. At that meeting the Working Group detailed a number of issues to be considered as part of a review of the Council's digital inclusion strategy. Councillors will be able to have a discussion around digital transformation, the Council's digital inclusion strategy, and how well prepared both the Council and the public is to use and communicate / engage via digital technology to avoid exclusion / poor access)

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Discussion Paper: Six themes to help make scrutiny 'Fit for the Future'



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU



This is an interactive pdf

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on the pages to navigate through.

I have prepared this document so as to provide a summary of work undertaken in accordance with the Public Audit (Wales) Act 2004 and Local Government (Wales) Measure 2009.

This document was produced by Tim Buckle under the direction of Huw Rees.

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Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

PART 1

Clarifying roles and responsibilities is still necessary in some councils and is a pre-requisite to successful scrutiny

PART 2

Many councils continue to recognise a need to improve public engagement in scrutiny but in many councils this will require a step change in scrutiny practice

PART 3

Councils should reflect on the rigour with which they prioritise and then plan scrutiny activity to improve its impact

PART 4

Responding to current and future challenges may need a different approach to supporting scrutiny committee members

PART 5

Evaluating the effectiveness of scrutiny

PART 6

Welsh government and councils should consider the implications of the above themes for councils' and partnership governance arrangements



Background

During 2017-18 we explored with each of the 22 principal councils in Wales how 'fit for the future' their scrutiny functions are. We considered how councils are responding to current challenges, including the Wellbeing of Future Generations Act 2015 (WFG Act) in relation to their scrutiny activity, as well as how councils are beginning to scrutinise Public Service Boards (PSBs). We also examined how well placed councils' overview and scrutiny functions are to respond to future challenges such as continued pressure on public finances and the possible move towards more regional working between local authorities.

We issued separate reports with proposals for improvement to each of the 22 principal councils. In this discussion paper, we took the key themes arising from our work and presented them as a checklist that Councils can use to consider the efficiency and effectiveness of their arrangements.

Key themes for improving the effectiveness of overview and scrutiny

Through our review we identified six key areas which we think many councils could reflect on to improve the efficiency and effectiveness of their scrutiny functions. The areas we identified are:



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Clarifying roles and responsibilities is still necessary in some councils and is a pre-requisite to successful scrutiny

In some councils there remains some fundamental confusion and misunderstanding around roles and responsibilities for overview and scrutiny in practice. This is illustrated most clearly in a number of councils where typically senior officers rather than Cabinet members give account and are held to account at scrutiny committee meetings. One of the key roles of scrutiny as part of political management in arrangements in Welsh local government is to hold the executive to account for the efficient exercise of executive functions. It is notable therefore that several councils have yet to demonstrate a clear understanding of this, despite the National Assembly for Wales issue of Guidance¹ on this in 2006 .

We found, albeit to a lesser extent, a lack of clarity around the role of scrutiny committees in various aspects of council governance, and around why some information/items were being considered by scrutiny committees.

We also found in a number of councils that scrutiny work programmes are not planned and ‘owned’ by scrutiny members. This suggests a lack of understanding and therefore ownership of the scrutiny function by non-executive councillors.

Without properly considering and understanding the role that committees are trying to perform and the powers and options open to them, those charged with carrying out overview and scrutiny are at a fundamental disadvantage. They may be far less likely to select appropriate topics, and methodologies for examining them and arrive at impactful conclusions. Similarly, if cabinet members who are to be held to account and the officers who support them are also not clear on their roles, this is also likely to hinder the effectiveness of scrutiny. It is perhaps surprising that we found some aspects where roles were confused in a number of councils, despite it being 18 years since the Local Government Act 2000 was passed, and for example 12 years since the National Assembly for Wales Guidance explicitly set out some aspects of roles that in practice remain confused.

What action could councils take?

Councils should consider whether elected members and officers have a sound understanding of roles and responsibilities. And what this means for the way in which scrutiny functions and support are structured; and scrutiny activity is planned and conducted.

1 Good Scrutiny? Good Question! – Auditor General for Wales improvement study: Scrutiny in Local Government



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Many councils continue to recognise a need to improve public engagement in scrutiny but in many councils this will require a step change in scrutiny practice

“Most councils recognise that the extent to which scrutiny committees ensure that the voice of local people is heard as part of local decision-making is an area that needs to improve. During the study some councils referred to the need to develop a public engagement strategy for scrutiny, as well as the need to improve engagement of the public in the planning of scrutiny work. Broadening and improving engagement with partners was also recognised by councils as an area for development.”²

The above quote is from the report of the Auditor General’s Scrutiny Improvement Study ‘Good Scrutiny? Good Question’ published in 2014. Despite this the need to engage the public in overview and scrutiny is still recognised by many councils as an area they need to improve. There are plenty of examples of councils engaging the public as part of planned scrutiny activity but improved communication technology, the growth of social media and rising public expectations all mean that there are new opportunities to engage communities as well as through more ‘traditional’ methods. The WFG Act also requires councils to ‘involve’ communities in acting in accordance with the sustainable development principle. Scrutiny can play an important role in helping and challenging executives to do this.

What action could councils take?

In light of current and future challenges councils have an opportunity to re-evaluate what they are trying to achieve in terms of public engagement and consider whether a fundamental re-think of the way in which they plan and undertake scrutiny activity will help to achieve this. As part of this they could consider:

- clearly defining their ambitions in terms of seeking to engage the public in overview and scrutiny;
- how improved technology can help them to engage more easily and cost-effectively;
- if the way in which scrutiny functions ‘operate’ is conducive to proactive public engagement and involvement of other stakeholders; and
- if they have the appropriate support in place in terms of officers with the right knowledge, skills and experience as well as training, development and ICT support for members to enable scrutiny functions to properly and proactively engage with the public.

² Good Scrutiny? Good Question! – Auditor General for Wales improvement study: Scrutiny in Local Government



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Councils should reflect on the rigour with which they prioritise and then plan scrutiny activity to improve its impact

In most councils we found the default approach to work planning as being able to select a number of topics, and then to request officer reports on those topics to be presented at full committee meetings. More planning and consideration of methods is typically undertaken for task and finish groups, but usually these are undertaken for a relatively small number of items when compared with the number of officer reports that are prepared. As we noted above, there remains in some councils a fundamental lack of awareness that scrutiny committee members are able to formulate their own work programmes. The number of agenda items/work programme items varies, but overall many committees are probably still trying to consider too much in not enough detail which in turn limits their ability to gather evidence from a range of sources. This makes it difficult for them to arrive to well-evidenced solutions to recognised problems. Developments in technology and the potential to gather views, data and other forms of evidence more quickly and cost effectively could present opportunities to better inform the work of scrutiny functions. When we asked councils for examples of scrutiny activity that have had a significant impact, they were often able to point to only a few examples over a number of years. We also found that most of the examples tended to involve task and finish group work or similar, despite the vast majority of scrutiny activity being undertaken through receipt of officer reports at committee meetings. Aside from this approach having a limited impact, the time and resources taken to prepare and present numerous reports is considerable. There is an obvious question for councils to ask themselves regarding the value for money of this approach.

What action could councils take?

Councils should consider whether the way in which scrutiny activity is planned and undertaken:

- is sufficiently well prioritised, taking into account how much time and resource may be needed to ‘properly’ scrutinise topics, based on an appropriate methodology and hence, the implications for the number of items that committees can properly consider;
- properly considers the options and methods that could be used to approach scrutiny of every topic, rather than just a few topics;
- aligns with the roles and intended outcomes of the scrutiny function, and that choice of topics and methodologies are designed to deliver against these, rather than necessarily ‘defaulting’ to considering the majority of items at full committee in the form of officer reports; and
- actively considers how emerging technologies could be used to improve the evidence base for scrutiny, to inform both topic selection as part of work programming, and the findings and recommendations of scrutiny work.



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Responding to current and future challenges may need a different approach to supporting scrutiny committee members

It is timely for councils to review the type of scrutiny support and training they provide to overview and scrutiny committee members. We suggest there are two reasons for this. Firstly because in those councils where roles remain confused (see above) after almost two decades, a different approach to supporting members to understand their roles, responsibilities and powers in relation to scrutiny may be needed. Secondly, councils should assure themselves that they can make the most of the opportunities and mitigate against the potential risks associated with social media, new technologies, rising public expectations, new roles for scrutiny (eg in relation to Public Service Boards) and the variety of other changes that have and will continue to impact on scrutiny functions. We recognise the financial pressures facing councils, and we are not proposing that this is necessarily about increasing the resources dedicated to scrutiny but it may be about deploying resources differently and/or upskilling existing support.

What action could councils take?

Councils should consider:

- what their scrutiny functions are trying to achieve, and whether current arrangements for officer support; and training and development will help them to achieve this;
- if there is a need to upskill officers who work in support of scrutiny;
- working more effectively with other parts of the council and/or with other organisations to improve the range of skills and knowledge available to support scrutiny; and
- re-designing approaches to training and development programmes for scrutiny members.



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Evaluating the effectiveness of scrutiny

Most councils do not routinely consider the effectiveness and impact of their scrutiny functions relative to the amount of resource in terms of money and time dedicated to them. We looked at a number of scrutiny 'Annual Reports' and found that often they 'describe' the work undertaken, or topics considered by committees, rather than 'evaluate' the effectiveness of arrangements and the impact made.

What action could councils take?

Given some of our observations above which suggest that roles are still not always clear, and there remains a 'traditional' approach to scrutiny topics in many councils, regular reviews of the effectiveness of arrangements that are subsequently acted on may be a key way of addressing some of these long-standing issues.



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Welsh government and councils should consider the implications of the above themes for councils' and partnership governance arrangements

As a consequence of the above themes, in many councils scrutiny has failed to reach its potential and does not yet effectively hold decision makers to account or for example regularly arrive at well-evidenced solutions to recognised problems. This has implications for the robustness of councils' own governance and self-evaluation arrangements. And particularly in the light of the WFG Act, for the ability of scrutiny members to hold council executives and other partners to account, and specifically to scrutinise PSBs effectively.

What action could councils and the Welsh Government take?

Councils and the Welsh Government should reflect on:

- the extent to which they can place reliance on local authority scrutiny functions in their current form; and
- what this might mean for the expectations placed on scrutiny functions both within Councils' own governance and management arrangements and any associated guidance.





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Checklist: Six steps to help make scrutiny 'Fit for the Future'

Taking into account the observations in our Discussion Paper: Six themes to help make scrutiny 'Fit for the Future' we have developed the following checklist for scrutiny members in councils to consider.

1 **Know your role** – what you 'should' be doing, what you 'can' do and what you 'can't' do.

At a basic level understanding what the relevant legislation, guidance and your council's Constitution says about overview and scrutiny.

2 **Know your powers and what's 'possible' in scrutiny** – what options, tools and ways of working are available to you?

This will partly come from legislation, guidance and Constitutions but to understand what's 'possible' will require knowledge of the wide range of approaches that have been tried elsewhere as well as critical and innovative thinking to trial new methods.

3 **Know what you are trying to achieve** – be clear about the aims for the scrutiny function overall, but **crucially** the specific aims and purpose of scrutinising **every** topic you choose to examine.

Knowing what you are trying to achieve from the scrutiny of a topic should inform how you look at it, the evidence you need to gather and the timeliness of the work. This should be a primary consideration for every topic rather than just for example a handful of topics identified for task and finish enquiry. This also relies on scrutiny members taking ownership of their choice of scrutiny topics and the number of scrutiny topics they can realistically consider properly to enable them to have an impact.

4 Plan your scrutiny work to achieve your aims – appropriate topics and methods for **every** scrutiny item.

There is a huge range of potential approaches to scrutiny activity. For each topic there should be a consideration of the most appropriate method(s) to gather the evidence needed to fulfil the committee's aims. This should be about more than just deciding which topics are dealt via an officer report, and which are to be the subject of a resource-intensive task and finish investigation. There is a range of approaches in between. Awareness of approaches that have been used across other scrutiny functions in England and Wales, as well as imagination and innovation, can help to identify potential ways of working. Part of planning work should involve a consideration of whether and how stakeholders - including the public - could be involved both in helping with topic selection and providing evidence as part of scrutiny activity.

5 Design support arrangements to achieve your aims – the right knowledge, skills, experience and appropriate training provision.

A theme from our work is that the world is changing rapidly and has changed significantly since the Local Government Act 2000 was passed. Whether its financial pressures, technological advances or the revolution in communications most evident in the growth in social media, scrutiny support should be able to help members harness these opportunities whilst managing the risks they present. In light of this, Councils should think about the skills, knowledge and experience needed to do this in a way that helps scrutiny functions to have an impact.

6 Regularly evaluate the effectiveness of scrutiny activity, and make changes based on feedback.

Introduce a discipline of reflecting on the effectiveness of scrutiny activity as a matter of course, and link this back to the intended aims/outcomes identified at the beginning of scrutiny activity. However, a robust and objective self-evaluation is only possible if there is:

- a clear and shared understanding of the purpose of scrutiny;
- wide-ranging knowledge of potential scrutiny methods;
- a clear and shared understanding of the aims of specific pieces of scrutiny work; and
- a culture which welcomes robust and honest self-reflection and seeks continuous improvement.

Appendix 6 - Swansea Scrutiny – Improvement Action Plan

(originally agreed by Scrutiny Programme Committee – January 2019)

Part A - Response to Wales Audit Office Report Proposals for Improvement (published July 2018) – Overview & Scrutiny: Fit for the Future?

<p>Improvement Issue: P1 - The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.</p>			
Proposed Action	By When	By Whom	Action Already Taken / Progress
<p>P1a – Annual Survey of Scrutiny Councillors and Officers to help identify training and development needs that will help scrutiny members in their role.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): Areas for training and development are already identified however can be refined subject to further feedback / indications from scrutiny councillors</p>	<p>April 2019</p>	<p>Scrutiny Team Leader</p>	<ul style="list-style-type: none"> • Scrutiny Induction carried out June 2017 included focus on effective questioning. • Previous survey findings indicated that majority of councillors have no specific needs but would like to receive information on any future opportunities. • All Councillors have been asked to indicate what training they would be interested in, in order to shape the programme and ensure it is focussed on the right areas and will meet the needs of scrutiny councillors (13 May SPC).

<p>P1b - Training and Development Programme to be developed and agreed taking into account survey findings and other relevant considerations (including financial implications).</p> <p>PROGRESS: INCOMPLETE (15 Sep SPC): Progress affected because of resources and COVID-19. As the Council moves closer the end of its current term it would be realistic and more timely to defer development of any training and development programme to after the next Council elections.</p>	July 2019	Scrutiny Team Leader / Scrutiny Programme Committee	<ul style="list-style-type: none"> • Areas previously identified: <ul style="list-style-type: none"> - Chairing Skills - Questioning Skills - Public Participation - Ad-hoc briefings to improve knowledge of Council services / working - Refresher session(s) on Scrutiny Process
<p>P1c – Training and Development Programme to be delivered.</p> <p>PROGRESS: As above</p>	During 2019-2020 municipal year	Scrutiny Team Leader / Relevant Training Providers	
<p>P1d – Report back on training and development activities and evaluation</p> <p>PROGRESS: As above</p>	July 2020	Scrutiny Team Leader	
<p>Improvement Issue: P2 - The Council should strengthen its evaluation of the impact and outcomes of its scrutiny activity.</p>			
<p>Proposed Action</p>	<p>By When</p>	<p>By Whom</p>	<p>Action Already Taken / Progress</p>
<p>P2a – Existing performance indicators and measureable outcomes to be identified, where possible, regarding topics for scrutiny inquiry, which could help evidence change / difference following scrutiny.</p>	Ongoing	Performance Manager / Scrutiny Officers /	

<p>PROGRESS: COMPLETE (15 Sep SPC): This is now part of our scrutiny practice.</p>		Scrutiny Inquiry Panels	
<p>P2b – Follow up on Scrutiny Working Group recommendations to be formally monitored by Scrutiny Programme Committee to assess impact / outcomes.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): This is now part of our scrutiny practice. The Committee reviews outcomes from Scrutiny Working Groups and ensures any outstanding issues with the implementation of suggested action / recommendations are followed up with relevant Cabinet Members.</p>	Ongoing	Scrutiny Team Leader / Scrutiny Programme Committee	<ul style="list-style-type: none"> Information reported to Scrutiny Programme Committee to help members prepare for Cabinet Member Q & As includes reference to relevant Working Groups so they can be followed up. Working Group Conveners are written to identify whether there is any issue that they would like the Committee to raise with Cabinet Members (13 May SPC)
<p>P2c – Develop mechanisms for feedback from Cabinet Members, Officers, and other stakeholders about impact e.g. post-meeting evaluation; via Annual Survey etc.</p> <p>PROGRESS: INCOMPLETE (15 Sep SPC): Whilst survey of stakeholders is part of established scrutiny practice, a method of direct post-meeting evaluation is to be developed. This will be an aim for the next year.</p>	May 2019	Scrutiny Team Leader	
<p>P2d – Scrutiny Annual Report to include more reflection about activity and impact / outcomes.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): The Annual Report provides clear examples of scrutiny activity and the difference made.</p>	Ongoing	Scrutiny Team Leader	<ul style="list-style-type: none"> Report for 2017-18 now includes distinct section on impact.

Improvement Issue: P3 - The Council should further clarify the distinction between scrutiny and Policy Development Committee activity in relation to policy development.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
<p>P3a –The Chair of Scrutiny Programme Committee and Scrutiny Performance Panel Conveners be added to the electronic distribution of Policy Development Committee agendas to ensure awareness of their work and work plans.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): Action marked as complete in May 2019, however we ensure that any changes in Performance Panel conveners are picked up so that they are included in circulation of agendas.</p>	Jan 2019	Scrutiny Team Leader	<ul style="list-style-type: none"> • Terms of Reference of the PDCs were revised by Council (Nov 2017) to clarify role and reinforce the distinction from scrutiny. • Policy Development Committee Work Plans for 2018-19 were reported to Scrutiny Programme Committee in August to compare with agreed Scrutiny Work Programme. • Action marked as complete (13 May SPC).
<p>P3b – Develop opportunities for Scrutiny Programme Committee Chair and Policy Development Committee Chairs to discuss any issues to avoid overlap / duplication between their roles</p> <p>PROGRESS: COMPLETE (15 Sep SPC): Policy Development Committee work plans are reported to the SPC. Any issues regarding possible overlap / duplication are to be discussed between the Chair of the SPC and relevant Policy Development Committee chair.</p>	Ongoing	Scrutiny Team Leader	

Part B – Scrutiny Programme Committee Improvement Objectives

Improvement Issue: 1 - We need more of our work to be reported to Cabinet so that there is more formal consideration of scrutiny conclusions and recommendations.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
1a - Scrutiny Working Groups have the option to report to Cabinet, depending on findings, instead of by letter to Cabinet Member. PROGRESS: COMPLETE (15 Sep SPC): Working Group outcomes from the discussion on Tourism in May 2019 were reported for the first time as a report to Cabinet instead of letter to relevant Cabinet Member. This is now part of established scrutiny practice.	Ongoing	Scrutiny Officers	
1b - Scrutiny Performance Panels have the option to report at least annually to Cabinet reflecting any major concerns / recommendations that the Panel(s) feel need to be made to Cabinet as a result of their monitoring activities. PROGRESS: COMPLETE (15 Sep SPC): This is part of our scrutiny practice.	Ongoing	Scrutiny Officers	<ul style="list-style-type: none"> • Performance Panel conveners are aware of this option and can take action as necessary (13 May SPC).

<p>1c - Cabinet to respond to any such reports in the same fashion as Scrutiny Inquiries with a written response by relevant Cabinet Member presented to a Cabinet meeting within 2 months of receipt of report.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): This is part of scrutiny practice and Cabinet Member / officers are clear about expectations.</p>	Ongoing	Relevant Cabinet Members	
<p>Improvement Issue 2 - We need to be involved at an earlier stage in proposed Cabinet decisions so that our input can be more meaningful.</p>			
<p>Proposed Action</p>	<p>By When</p>	<p>By Whom</p>	<p>Action Already Taken / Progress</p>
<p>2a – Scrutiny Programme Committee to ask Cabinet Members at future Q & A sessions about future key decisions so they can identify any issues which they may want to discuss at an earlier stage than cabinet reporting.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): This is part of scrutiny practice. Any correspondence with Cabinet Members about pre-decision scrutiny involves consideration of whether early discussion or sight of proposed report is possible, ahead of report publication by cabinet.</p>	Ongoing	Scrutiny Team Leader	<ul style="list-style-type: none"> • Cabinet Members already advised to consider what they hope to achieve over the coming months and challenges, including any key decisions they plan take to Cabinet over the next year, to help them prepare for Q & A sessions. • Report to Committee encourages Committee Members to ask Cabinet Members about future decisions, as well as what is listed in the Forward Plan (13 May SPC).

<p>2b - Cabinet Members to consider reporting to scrutiny / consulting on significant issues and planned decisions at an early stage to enable views of scrutiny to taken e.g. Commissioning Reviews</p> <p>PROGRESS: COMPLETE (15 Sep SPC): This is clearly communicated to Cabinet Members and Corporate Management Team.</p>	Ongoing	Cabinet / CMT	<ul style="list-style-type: none"> • Advice to Cabinet Members ahead of their appearance at Committee meetings invites them to highlight issues for scrutiny (13 May SPC).
<p>Improvement Issue 3 - We need to increase opportunities for participation so that more councillors can get involved in the work of scrutiny.</p>			
<p>Proposed Action</p>	<p>By When</p>	<p>By Whom</p>	<p>Action Already Taken / Progress</p>
<p>3a - Time of meetings of Performance Panels (and any other recurring activities) to be reviewed at the start of each municipal year.</p> <p>PROGRESS: COMPLETE (15 May SPC): This is part of scrutiny practice.</p>	Ongoing	Scrutiny Officers	
<p>3b - Councillors not actively engaged in scrutiny to be surveyed, to find out whether there are any barriers to participation, and reported to Scrutiny Programme Committee for discussion.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): Councillor participation in scrutiny is monitored, and is reported to the Committee every year. Previous</p>	May 2019	Scrutiny Team Leader	<ul style="list-style-type: none"> • 80% of backbench councillors were actively involved in scrutiny during 2017-18. • During 2018/19 those Councillors not involved in scrutiny activities over the past year were identified. They have been invited to give feedback, in case there are any particular obstacles /

<p>contact with those councillors not actively involved has not thrown up any significant issues that need to be addressed by the Committee. We will however, continue to invite feedback in case there are any barriers to participation that could be lifted.</p>			<p>barriers to their participation that need to be addressed (13 May SPC).</p>
<p>Improvement Issue 4 - We need to strengthen follow up of all scrutiny recommendations so that the response and difference made can be assessed.</p>			
<p>Proposed Action</p>	<p>By When</p>	<p>By Whom</p>	<p>Action Already Taken / Progress</p>
<p>Links to WAO P2 above. Additional actions:</p> <p>4a – With guidance from the Scrutiny Team, Scrutiny Working Group Conveners encouraged to follow up directly with Cabinet Members, if required, and report back any concerns to the Scrutiny Programme Committee.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): This is part of scrutiny practice.</p>	<p>Ongoing</p>	<p>Scrutiny Councillors</p>	
<p>4b - Questions to Cabinet Members at Scrutiny Programme Committee to cover any outstanding actions in respect of any scrutiny recommendations.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): This is now part of our scrutiny practice. The Committee reviews outcomes from Inquiries and Scrutiny Working Groups and ensures any</p>	<p>Ongoing</p>	<p>Scrutiny Programme Committee / Scrutiny Team Leader</p>	<ul style="list-style-type: none"> • To prepare for Cabinet Member Q & A Sessions Scrutiny Programme Committee is provided with a summary of scrutiny activities (Committee / Panels / Working Groups) that the Cabinet Member has been involved in to aid follow up.

<p>outstanding issues with the implementation of suggested action / recommendations are followed up with relevant Cabinet Members.</p>			<ul style="list-style-type: none"> Information reported to Scrutiny Programme Committee to help members prepare for Cabinet Member Q & As includes reference to relevant scrutiny activities they been involved in so they can be followed up (13 May SPC).
<p>Improvement Issue: 5 - We need more coverage in the media so that people are more aware of our work.</p>			
<p>Proposed Action</p>	<p>By When</p>	<p>By Whom</p>	<p>Action Already Taken / Progress</p>
<p>5a - Explore with Council's Communications Team ways in which regular media coverage for scrutiny can be generated.</p> <p>PROGRESS: COMPLETE (15 Sep SPC): There are improved links between scrutiny and the Communications Team. Whilst the Scrutiny Team takes direct action to publicise the work of scrutiny, support for press releases, social media is available.</p>	<p>May 2019</p>	<p>Comms. Team / Scrutiny Team</p>	<ul style="list-style-type: none"> Already good joint working on preparation of press releases in relation to specific scrutiny activities. Scrutiny Team Leader has discussed with the Council's Head of News and officers in the Communications Team. Closer links being developed – there is now more dialogue between teams about the work programme and upcoming meetings. Communications staff are signposted to scrutiny agendas / information that will hopefully result in more about scrutiny being reported in the media and improved awareness / public engagement. The Communications Team will closely follow scrutiny activities and agenda items to identify potential for press releases / other

			media activity. Media coverage of scrutiny has increased significantly over the past year due to active local government reporter, leading to stories in print and on-line media (South Wales Evening Post, Wales Online, and Western Mail) (13 May SPC)
<p>5b – Greater use of social media including Swansea Scrutiny blog, Twitter, and developing a Facebook page e.g. promoting role, activities, impact of scrutiny and the ability for people to make requests for scrutiny to be promoted.</p> <p>PROGRESS: INCOMPLETE (15 Sep SPC): We continue to post material on-line, promote work via Twitter, and have a monthly public newsletter with a growing number of subscribers, but we aim to develop a specific Facebook page for scrutiny that should improve visibility of the work of scrutiny and sharing of stories, and active engagement.</p>	Ongoing	Scrutiny Team	

Appendix 7 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Annual Equality Review 2019/20.	To publish the Council's Annual Equality Review for 2019/20 in line with the Public Sector Equality Duty and reporting regulations for Wales.	Richard Rowlands	Cabinet Members - Better Communities	Cabinet	17 Sep 2020	Open
Annual Performance Monitoring Report 2019/20.	To report the performance indicator results and summarise the Council's performance meeting its priorities for the financial year 2019/20.	Richard Rowlands	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	17 Sep 2020	Open
Sustainable Landscapes, Sustainable Places 2020-2021.	The funding is offered under the WG "Sustainable Landscapes, Sustainable Places" scheme, for 3 specific projects in 2020/21: <ul style="list-style-type: none"> • Clyne Valley Country Park Regeneration • Decarbonising Countryside Management • Bishopswood Sustainable Drainage & Access This report only seeks approval to accept the funding - the projects will be subject to further approvals later.	Mike Scott	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	17 Sep 2020	Open

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Appendix 7 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Implications and Preparation for the New Curriculum in Swansea Schools.	Report of the Education and Skills Policy Development Committee. Consider implications and preparation undertaken for the introduction of the new curriculum in Wales.	Helen Morgan-Rees	Robert Smith	Cabinet	17 Sep 2020	Open
Welsh Government Circular Economy Capital Fund FY 2020-2021 - Offer of Capital Support for the setting up of a Wood Reuse and Recycling Centre.	To seek authorisation to bid for capital grant funding from the Welsh Governments Circular Economy Capital Fund FY 20-21 for the setting up of a wood reuse and recycling centre.	Keith Coxon	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	17 Sep 2020	Open
Councillor's Community Budget – Play.	It is proposed that a further £1m capital is allocated to the Councillor's Community Budgets to support an initiative which is specifically ring-fenced to improve access to play facilities.	Geoff Bacon	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Sep 2020	Open

Appendix 7 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
FPR7 - Solar Photovoltaic (PV) Farm Development Opportunity.	City and County of Swansea with the support of Welsh Government Energy Services have carried out model financial scenario towards the development of a 3MW Ground Mounted Solar PV farm to both generate a sustainable income over 35 years (through Power Purchase Agreements (PPA)) and moving towards a net zero carbon economy.	Geoff Bacon	Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)	Cabinet	17 Sep 2020	Fully exempt
Revenue and Capital Budget Monitoring 1st Quarter 2020/21.	To note any significant variations from the agreed budget 2020/21 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	15 Oct 2020	Open
Business Case for Relocation of the Civic Centre.	Business Case outlining the proposal to relocate from the Civic Centre to a new Public Sector Hub on the Phase 2 City Centre Regeneration site and various other Council buildings across the County.	Geoff Bacon	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	15 Oct 2020	Open

Appendix 7 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Covid-19 Phase 2 Funding Application - Planning Guidance for Homelessness and Housing Related Support Services.</p>	<p>The funding is to be used to support the execution of the Phase 2 plan as outlined in the Phase 2 - Planning Guidance for Homelessness and Housing Related Support Services that was published on 3 June 2020.</p> <p>Local Authorities are requested to develop a Phase 2 Plan, which will form the basis of a funding bid to the new one-off £20m fund. The plan will set out how each area, working in a collaborative manner with partners, intends to ensure the long-term resettlement of every person currently residing in a form of temporary accommodation in Wales, those who continue to present to local authority homelessness services and the anticipated increase in homelessness as lockdown measures are eased.</p>	<p>Carol Morgan</p>	<p>Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)</p>	<p>Cabinet</p>	<p>15 Oct 2020</p>	<p>Open</p>

Appendix 7 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Annual Review of Performance 2019/20.	To report the Council's compliance with its statutory obligations to make arrangements to secure continuous improvement as set out under Part 1 of the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.	Richard Rowlands	Cabinet Member - Business Improvement & Performance	Cabinet	15 Oct 2020	Open
Housing Commissioning Review Implementation.	To inform Members of the findings of the statutory consultation process on proposed changes to the future model of the District Housing Office service.	Lynda Grove	Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)	Cabinet	15 Oct 2020	Open

Appendix 7 – Cabinet Forward Plan 2019 – 2020

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Walking Route for School Children between Gowerton and Gorseinon.	<p>A dedicated off road active travel route has been constructed between Gowerton and Kingsbridge, Gorseinon. The report sets out the process used to determine its suitability as a walking route for school children between Gorseinon and Y G Gwyr in Gowerton and the possible impact on the future provision of free home to school transport for these pupils.</p>	Cath Swain	Cabinet Member - Education Improvement, Learning & Skills, Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	17 Dec 2020	Open
Quarter 1 and 2 2020/21 Performance Monitoring Report.	<p>To report the performance indicator results and summarise the Council's performance meetings its priorities for the first quarter period April 2020 – June 2020 and second quarter period July 2020 – September 2020</p>	Richard Rowlands	Cabinet Member - Business Improvement & Performance	Cabinet	17 Dec 2020	Open

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Agenda Item 7



Report of the Chair

Scrutiny Programme Committee – 15 September 2020

Future Scrutiny Programme Committee Work Plan

Purpose:	This report identifies possible adjustments to the work, and way of working, of the Committee and overall framework of the scrutiny work programme, in order to improve overall capacity for scrutiny activity.
Content:	The report outlines the rationale for making changes and provides relevant information to assist the Committee discussion.
Councillors are being asked to:	<ul style="list-style-type: none">a) consider moving away from routine monthly Cabinet Member Q & A sessions to create space to pick up on specific issues of concern for focussed discussion at Committee meetings. Instead retaining Q & A session with the Leader of the Council and 'as and when required' basis for other Cabinet Members;b) Subject to agreement of (a), carry out scrutiny of the Public Services Board via Committee meetings instead of via standalone Performance Panel (currently 2 meetings per year), which could provide further capacity in the overall work programme; andc) change frequency of the Adult Services and Child & Family Services Performance Panels - moving to a 6-weekly cycle, overall representing a neutral change in terms of officer support.
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1. Introduction

- 1.1 The Scrutiny Programme Committee (SPC) 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. The Council has an agile scrutiny work programme, with choices made by the Committee around the type and number of specific activities, subject to available time and resources to support the work of scrutiny.
- 1.2 This report presents possible adjustments to the work, and way of working, of the SPC and overall framework of the scrutiny work programme, in order to improve overall capacity for scrutiny activity. Specifically, to create space within the programme for more topics of concern to be looked at each year, and provide better balance between planned and responsive scrutiny, i.e. ability to pick up new / urgent matters without necessarily having to stop other work.
- 1.3 This is not, at this point, about identifying specific topics for scrutiny – that is for later discussion – but about evolution of the Committee's way of working that could improve overall capacity for scrutiny.

2. Proposed Changes

- 2.1 Proposed are two relatively straightforward changes that could make a significant impact. The focus is on creating extra capacity within SPC meetings to 'pick up the slack' and look at specific topics of concern, which might otherwise need working groups to be established and space in the programme to look at.

2.2 Cabinet Member Q & As

- 2.2.1 Regular Q & A sessions with Cabinet Members have been the mainstay of work of the Committee, ensuring that each year all Cabinet Members are held to account through questioning on a range of issues within their overall portfolio responsibilities. This item, at each meeting, would dominate the SPC agenda.
- 2.2.2 The SPC could choose to move away from monthly structured Cabinet Member Q & A Sessions as its main agenda item. But, instead retain at least an annual Q & A with the Leader of the Council and perhaps operate on an 'as and when required' basis for other Cabinet Members.
- 2.2.3 This could be achieved with minimal consequence / issue given the ongoing accountability and challenge to Cabinet Members on service delivery and performance already taking place through our Scrutiny Performance Panels, which can be considered to be effectively doing the 'heavy lifting' of scrutiny. This would also avoid potential for any duplication of effort between the SPC and Performance Panels.

- 2.2.4 It is important that SPC members are satisfied that Performance Panels have robust arrangements in place in terms of Cabinet Member engagement and clear opportunities for questioning on matters relevant to their terms of reference. The Committee will need to consider whether all Cabinet Members would be subject to challenge from Performance Panels, and assess whether there may be any gaps that may need to be addressed through other arrangements. There may well be elements within Cabinet portfolios that do not receive focus within Panels that will help the SPC determine what activity may be appropriate; but it would have the capacity to deal with this, through topic-based scrutiny. Section 5 of this report provides some relevant information about the relationship between Performance Panels and Cabinet portfolios.
- 2.2.5 As a result of the proposed change, the SPC agenda would be freed up to incorporate specific topics of concern into the committee work plan, which in any case would engage relevant Cabinet Member(s), with the committee dealing with these in the same fashion as might otherwise be done by 'standalone' one-off Working Groups. As we go on, the Committee can determine and shift the balance between structured Cabinet Member Q & A sessions and the focus on topics of concern as necessary, and keep things fluid.

2.3 **Public Services Board Scrutiny**

- 2.3.1 Scrutiny of the local Public Services Board has a statutory basis - required by the Well-being of Future Generations (Wales) Act 2015 - but with exact arrangements a matter of local choice. We are required to discharge our statutory role in relation to PSB scrutiny: receiving and acting as a statutory consultee for the PSB Wellbeing Assessment and Wellbeing Plan, and considering the PSB's annual progress report. Scrutiny is currently carried out through a multi-agency standalone Performance Panel, however frequency of meetings have reduced over the years (currently two per year) to make room for additional Performance Panels established by the SPC in the last two years, reflecting emerging priorities.
- 2.3.2 Given the extra capacity that could be created within the SPC, moving away from monthly Cabinet Member Q & As, the SPC could take on scrutiny of the PSB instead of being carried out via a discrete Performance Panel (currently two meetings max per year).
- 2.3.3 It would make sense as the SPC is formally designated as the Council Committee for statutory scrutiny of the PSB, as it is for Crime & Disorder. The existing Performance Panel is chaired by the SPC chair, and involves the SPC vice-chair, and all Performance Panel conveners, who all would be involved in SPC meetings, so this could represent more efficient use of time and resources.

2.3.4 It would be important, however, to maintain the co-option of non-executive partner representatives, e.g. from Health Board, Fire Authority, SCVS, Police, which reflect the 'core' PSB members, at any SPC meetings where PSB scrutiny is taking place. The SPC will of course need to discharge its statutory role in relation to PSB scrutiny and allocate sufficient meeting time accordingly. As well as being consulted upon on the PSB's Well-being Needs Assessment and Well-being Plan, it should each year receive the PSB Annual Report, and consider progress against agreed PSB Well-being Plan objectives in order to consider the effectiveness of the PSB and difference being made.

2.3.5 This change will mean that there will be continuity of PSB Scrutiny, not a reduction, through the SPC, as per statutory requirement. Removing the need to support a specific Performance Panel for PSB scrutiny would also have additional benefits as it could create capacity for additional (perhaps 2) standalone Scrutiny Working Groups.

3. Overall Impact and Look of the 'new' Work Programme

3.1 The above-proposed changes could result in a more focussed work programme, covering a wide range of issues, better placed to act upon with topic suggestions raised by scrutiny councillors:

- Scrutiny Programme Committee – with a more flexible work plan (approx. 12-14 meetings factoring in extra meetings typically necessary each year)
- 1 Inquiry Panel (approx. 10-12 meetings)
Time-limited in-depth scrutiny - 6-month study on significant chosen topic of concern (wide-ranging evidence gathering, final report with conclusions and recommendations to Cabinet, structured follow up process).
- 6 Performance Panels (approx. 52-58 meetings)
Ongoing in-depth performance / financial monitoring and service-specific challenge, with greater focus on Cabinet Member accountability:
 - Service Improvement & Finance (monthly)
 - Education (monthly)
 - Adult Services (monthly)*
 - Child & Family Services (every two months)*
 - Development & Regeneration (every two months)
 - Natural Environment (quarterly)

***PROPOSED CHANGE:** change in frequency - Adult Services and Child & Family Services moving to a 6-weekly cycle, overall representing a neutral change in terms of officer support.

- Increased Number of Working Groups (*currently 4*) – up to 6 standalone, plus up to 4 additional topics via SPC
One-off meetings on chosen topic of concern (conclusion and recommendations sent to relevant Cabinet Member by letter or where wider Cabinet interest / significant recommendations via short report to Cabinet). Follow up via Committee.

Approx. total 80+ scrutiny meetings per year.

4. Future SPC Work Plan

- 4.1 Taking account of usual business, this would mean the SPC typically dealing with:
- Overall Work Programme Management
 - Q & A with Leader of the Council (and other Cabinet Members as & when necessary)
 - Pre-decision Scrutiny (as and when)
 - Small number of specific topics of concern / range of issues (potentially up to 4)
 - Crime & Disorder Scrutiny (Safer Swansea Partnership) - Annual
 - PSB Scrutiny (suggested minimum two meetings per year)
 - Corporate Safeguarding – Annual Report
 - Children & Young People’s Rights Scheme – Annual Report
 - Sustainable Swansea Programme – Annual Report
- 4.2 Proposed changes will also provide the flexibility in work plan for the Committee to focus on the most pressing issues, e.g. COVID-19, Brexit, moving away from the more rigid structure currently in place, and respond to issues as they arise.
- 4.3 The Committee acknowledges the current pressures on the Council as it focuses on the impact of the pandemic, response and recovery. COVID-19 has had a significant impact, and may continue to affect resources and normal working across the Council for some time. The desire for ‘business as usual’, in terms of the scrutiny work programme and individual work plans, will need to have cognisance of this. As such, the Committee will carefully consider this as it develops a new work programme, and recognises that resource constraints may have an impact on the level of scrutiny activity and ability to commit to the fullest work programme at this time. Whilst the global health crisis continues, we recognise the importance of flexible, timely, supportive and proportionate scrutiny activity, with clear objectives, expectations and lines of questioning.

4.4 The Committee is also mindful of resources within the Council's Scrutiny Team and ability to support a full work programme at this time. A new Scrutiny Officer (commenced 2 September) is undergoing necessary induction and training, and it will take some months for handover of work being covered by other team members and allocation of full workload. Members will also be supported as far as possible with research and consultation within the Team and/or with assistance from elsewhere within the Council. We are expecting our part-time Research Officer to return from maternity leave between Jan-Apr 2021.

5. Performance Panels / Lead Cabinet Members

5.1 The table below shows the relationship between Scrutiny Performance Panels and Cabinet portfolios.

Panel:	Lead Cabinet Member(s):	Would also involve:
Service Improvement & Finance	<ul style="list-style-type: none"> Economy, Finance & Strategy (Leader) – Rob Stewart Business Improvement & Performance – Andrew Stevens 	Other Cabinet Members as Panel's work is cross-cutting
Education	<ul style="list-style-type: none"> Education Improvement, Learning & Skills – Jennifer Raynor 	<ul style="list-style-type: none"> Children Services – Elliot King / Sam Pritchard (re. Education of Looked After Children)
Adult Services	<ul style="list-style-type: none"> Adult Social Care & Community Health Services – Clive Lloyd 	
Child & Family Services	<ul style="list-style-type: none"> Children Services – Early Years - Elliot King / Young People - Sam Pritchard 	
Development & Regeneration	<ul style="list-style-type: none"> Investment, Regeneration & Tourism – Robert Francis-Davies Economy, Finance & Strategy (Leader) – Rob Stewart 	
Natural Environment	<ul style="list-style-type: none"> Environment Enhancement & Infrastructure Management - Mark Thomas Delivery & Operations - David Hopkins 	<ul style="list-style-type: none"> Homes, Energy & Service Transformation – Andrea Lewis (re. Green Energy / Green Transport)

5.2 This may suggest gaps in focus on things like:

- Better Communities portfolio
- Social Environment / Infrastructure
- Housing and Homelessness

- 5.3 Any such matters, if there are issues of concern within, can be looked at by the SPC (one-off or regularly) or subject of standalone task and finish scrutiny. Ongoing Committee oversight of the work programme and work of Performance Panels will ensure that topics that merit scrutiny are not likely to be missed. The Committee can also keep the remit of Performance Panels under review to ensure coverage and accountability across all cabinet portfolios.
- 5.4 Further visibility and awareness can be given to the work of Performance Panels, by sending all non-executive councillors a monthly bulletin on specific activities carried out / planned. This may also encourage the participation of councillors and engagement in scrutiny, particularly in opportunities to put questions to Cabinet Members at Panel meetings.
- 5.5 A complete Cabinet Member portfolio listing is **appended** to this report, for information.

6. Legal Implications

- 6.1 There are no legal implications from this report.

7. Financial Implications

- 7.1 There are no financial implications from this report.

Background Papers: None

Appendices:

Appendix 1 – Current Cabinet Portfolios / Areas of Responsibility

APPENDIX 1 – CURRENT CABINET PORTFOLIOS

Economy, Finance & Strategy (Leader) (Cllr Rob Stewart)	Adult Social Care & Community Health Services (Cllr Clive Lloyd)	Better Communities (Cllr Alyson Pugh)	Business Improvement & Performance (Cllr Andrew Stevens)	Children Services (Early Years – Lead: Cllr Elliot King; Young People – Lead: Cllr Sam Pritchard)
<ul style="list-style-type: none"> • Brexit & New Economic Relationships • Capital Programme Delivery • City Deal Delivery • City Centre Redevelopment • Communications • Community Leadership • Constitutional Changes • Finance Strategy, Budget & Saving Delivery • Financial Services • Future Digital Networks (City Deal) • Legal Services • Local & Regional Investment Strategy • Planning Policy (Regional) • Public Services Board (PSB) • Regeneration Strategy & Major Projects • Regional Working Lead (All Bodies) • Strategic Partnerships • Swansea Bay City Region Joint Committee - Chair • Welsh Local Government Association (WLGA) – Deputy Leader • WLGA Lead on Europe, Brexit, Economy & Energy • WLGA representative to LGA 	<ul style="list-style-type: none"> • Activities to Promote Independence & Ageing Well • Adult Social Services Modernisation • Assessment / Care Management • Elderly Care • Healthy City Partnership • Integration of Health & Social Care • Joint Equipment • Leaders Representative on West Glamorgan RPB • Learning Disability • Local Area Coordination Lead • Mental Health • Physical & Sensory Impairments • Public Services Board (PSB) – Leader’s Representative • Safeguarding • Strategic Health & Social Care Collaboration Opportunities • Supporting People • Wellbeing 	<ul style="list-style-type: none"> • 3rd Sector Services • Access to Services (Equalities & Diversity Promotion in Council) • Community Cohesion • Community Groups, Engagement & Development • Community Growing (inc. Allotments) • Community Safety • Community Safety – Board Representative • Community Support Services • Employability • Financial Inclusion • Food Poverty Reduction • Food Bank Network Support (Covid-19) • LAC Services in Communities • Lifelong Learning • Neighbourhood Working • Poverty Reduction in Communities • Preventing Violence against Women, Domestic Abuse & Sexual Violence • Safer Swansea Partnership Representative • Services for Vulnerable People in Communities during Covid-19 • Substance Misuse • Support for Veterans • Swansea Working • Welfare Reform & Rights 	<ul style="list-style-type: none"> • Agile Working • Business & Service Improvement • Community Hubs, Service Protection • Contact Centre • Corporate Delivery of Priorities • Corporate Building Rationalisation • Council ICT and Digital Delivery of Services • Crowd Funding & New Community Funding Models • Digital Inclusion • Information & Business Change (inc. Better ICT) • Localised Services and Opportunity for New Business Models • Members Community Budget Scheme Delivery • Performance Management & Improvement • Post Covid-19 Council & Community Services Redesign • Risk & Resilience Management • Rural Economy Lead 	<p>Early Years - Lead (Cllr Elliot King)</p> <ul style="list-style-type: none"> • Best Start in Life • CAMHS (Child & Adolescent Mental Health Services) • Child & Family Services • Children & Young People (CYP) Chair • Continuum of Care • Corporate Parenting Lead • Families First • Flying Start • Play Opportunities • Regional Adoption Service • Safe Looking After Children (LAC) Reduction Strategy • Safeguarding <p>Young People - Lead (Cllr Sam Pritchard):</p> <ul style="list-style-type: none"> • Apprenticeships Support • CAMHS (Child & Adolescent Mental Health Services) • Children & Young People (CYP) Board - Lead • Corporate Parenting Support • NEETS Reduction Support (Not in Education, Employment or Training) • Opportunities for Young People • Promoting Youth Inclusion & Youth Citzenships • Readiness for Work (Support) • Safe Looking After Children (LAC) Reduction Strategy • Safeguarding • UNCRC (United Nations Convention on the Rights of the Child) • YOS (Youth Offending Service) • Youth Services

APPENDIX 1 – CURRENT CABINET PORTFOLIOS

Delivery & Operations (Joint-Deputy Leader) (Cllr David Hopkins)	Education Improvement, Learning & Skills (Cllr Jennifer Raynor)	Environment Enhancement & Infrastructure Management (Cllr Mark Thomas)	Homes, Energy & Service Transformation (Joint- Deputy Leader) (Cllr Andrea Lewis)	Investment, Regeneration & Tourism (Cllr Robert Francis- Davies)
<ul style="list-style-type: none"> • Champions' Liaison & Coordination • City Profile • Collaboration Opportunities • Commercial Services Procurement & Frameworks • Corporate Delivery of Priorities • Democratic Services • Health & Safety Policy • Houses in Multiple Occupation (HMO) • Human Resources • Landlord Licensing • Licensing Policy • Mayoral & Civic Functions • Member Development • Outside Bodies • Petitions • Planning Policy • Scrutiny Services • Strategic Estates & Property Management - Lead • Sustainable Development (incl Biodiversity) - Lead • Trade Union Engagement 	<ul style="list-style-type: none"> • 21st Century Schools Programme inc. School Building Upgrades • Apprenticeships - Lead • Catchment Review • City of Learning - Member of UNESCO COL Steering Group • CYP Board Member • Education Charter • Education Regional Working (ERW) Leader's Representative • Education Services from 3 to 19 • Further Education • Future Schools Estate Scoping & Delivery • Inclusion & Learner Support • NEETS Prevention (Not in Education, Employment or Training) - Lead • Quality in Education (QEd) Programme • Readiness for Work - Lead • Regional Workforce Planning & Skills Development • School Improvement • Schools Estate Planning & Resources Planning • Schools' Organisation & Performance • Skills & Talent Project (City Deal) 	<ul style="list-style-type: none"> • Coastal Defence, Marina, Foreshore & Beach Maintenance • Community Caretakers (Non HRA) • Community Grass Cutting Services • Community / Public Transport • Cycleways • Environmental Health inc. COVID-19 Regulation Enforcement • Estates Maintenance Management (non HRA) • Fleet Renewal & Maintenance • Fly Tipping Task Force • Highways & Engineering • Infrastructure Repairs & Maintenance • Litter & Community Cleansing • Parking Policy & Control • Parks & Cleansing • Parks Maintenance • Pothole Task Force • Public Protection • Public Transport • Regional Collaborations for Transport, Highways & Waste • Regional Transport Policy • Streetscene • Trading Standards • Waste Management & Recycling 	<ul style="list-style-type: none"> • Agile Rollout Programme - Lead • Building Services • Cooperative Housing • Corporate ICT Strategy - Lead • Council House Management • Council House Repairs • District Heating Schemes • Energy Policy inc. Generation, Supply & District Heating • Green Energy Infrastructure • Green Fleet Transport & Green Vehicle Adoption • Homelessness & Supporting People • Homes as Power Stations (City Deal) • Housing Adaptions & Renewal Schemes • Housing Policy, Affordable Housing & Housing Options • Modernisation of Council Services Programme Lead • More Homes Delivery • Organisational Development • Post COVID-19 Response on Housing & Homelessness • Sheltered Housing • Tenancy Enforcement • Welsh Housing Quality Standard (WHQS) Programme Delivery 	<ul style="list-style-type: none"> • Business & City Promotion • City Centre Management • City Projects and Major Development Opportunities • City Waterfront & Marina Promotion • Creative City • Culture, the Arts & Galleries • Events, Tourism & Destination Marketing • Healthy Night Life / Purple Flag • Heritage inc. River Corridor Development • Inward Investment Opportunities • Libraries • New Local & Regional Business Opportunities • Parks & Play Development • Parks, Beaches and Foreshore Events & Promotion • Science City • Sports Facilities • Suburban Centres & Community Regeneration Initiatives • Universities Collaboration (Development)

All Cabinet Members: Lead elements of Sustainable Swansea & Poverty Reduction

NOTE:

Children Services Portfolios operate under a job share system with 2 named Councillors sharing the workload, split into 2 specialist knowledge areas, however, formally they remain as ONE cabinet portfolio. Each individual holds office for a rolling 3 month period and during that time assume responsibility for the overall portfolio. However, the workload in gathering information and learning will be shared.