



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

## **Pwyllgor Rhaglen Chraffu**

**Lleoliad: O bell drwy Microsoft Teams**

**Dyddiad: Dydd Mawrth, 17 Tachwedd 2020**

**Amser: 4.00 pm**

**Cadeirydd: Y Cyngorydd Peter Black CBE**

**Aelodaeth:**

Cynghorwyr: C Anderson, J E Burtonshaw, M C Child, E W Fitzgerald, J A Hale, D W Helliwell, T J Hennegan, P K Jones, W G Lewis, G J Tanner, W G Thomas a/ac T M White

Aelodau Cyfetholedig Statudol: D Anderson-Thomas a/ac A Roberts

Cynghorwyr sy'n Aelodau Cyfetholedig: C A Holley, P R Hood-Williams, S M Jones, L R Jones a/ac J W Jones

**Gwyllo ar-lein: <https://bit.ly/35PI0R5>**

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**Gweddarlledu:** Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy gymryd rhan, rydych yn cytuno i gael eich ffilmio ac i'r delweddau a'r recordiadau sain hynny gael eu defnyddio at ddibenion gweddarlledu a/neu hyfforddiant o bosib.

### **Agenda**

**Rhif y Dudalen.**

**1 Ymddiheuriadau am Absenoldeb.**

**2 Datgeliadau o fuddiannau personol a rhagfarnol.**

[www.abertawe.gov.uk/DatgeluCysylltiadau](http://www.abertawe.gov.uk/DatgeluCysylltiadau)

**3 Gwahardd pleidleisiau chwip a datgan chwipiau'r pleidiau.**

**4 Cofnodion.**

Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod(ydd) blaenorol.

**1 - 5**

**5 Cwestiynau gan y cyhoedd.**

Rhaid cyflwyno cwestiynau'n ysgrifenedig o leiaf 24 awr cyn y cyfarfod a rhaid iddynt ymwneud â'r eitemau ar yr agenda. Ymdrinnir â chwestiynau o fewn cyfnod o 10 munud.

6	Rôl Pwyllgor y Rhaglen Graffu.	6 - 15
7	Diweddariad ar Gynllunio Ymateb ac Adfer COVID-19	16 - 67
8	Rhaglen Waith Craffu 2020/22.	68 - 123
9	Aelodaeth paneli a gweithgorau craffu.	124 - 126
10	Llythyrau craffu.	127 - 136
11	Dyddiad ac amser cyfarfodydd paneli/gweithgorau sydd ar ddod.	137

**Cyfarfod nesaf:** Dydd Mawrth, 15 Rhagfyr 2020 ar 4.00 pm

*Huw Evans*

**Huw Evans**

**Pennaeth Gwasanaethau Democrataidd**

**Dydd Mawrth, 10 Tachwedd 2020**

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**Cyswllt: Y Gwasanaethau Democrataidd Ffôn (01792) 636923**

# Agenda Item 4



City and County of Swansea

## Minutes of the **Scrutiny Programme Committee**

Remotely via Microsoft Teams

Tuesday, 15 September 2020 at 4.00 pm

**Present:** Councillor P M Black (Chair) Presided

**Councillor(s)**

C Anderson  
J A Hale  
P K Jones  
W G Thomas

**Councillor(s)**

E W Fitzgerald  
D W Helliwell  
W G Lewis  
T M White

**Councillor(s)**

L S Gibbard  
T J Hennegan  
G J Tanner

**Statutory Co-opted Member(s)**

D Anderson-Thomas      A Roberts

**Councillor Co-opted Member(s)**

C A Holley      L R Jones  
P R Hood-Williams      J W Jones

**Officer(s)**

Kate Jones      Democratic Services Officer  
Brij Madahar      Scrutiny Team Leader  
Stephanie Williams      Principal Lawyer

**Apologies for Absence**

Councillor(s): E T Kirchner

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**151 Disclosures of Personal & Prejudicial Interest.**

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

**152 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.

**153 Minutes.**

**Resolved** that the Minutes of the Scrutiny Programme Committee held on 25 August 2020 be approved as a correct record.

**154 Public Question Time.**

There were no public questions.

**155 Annual Scrutiny Work Programme Review 2019/20.**

The Scrutiny Team Leader presented a report on 'Annual Scrutiny Work Programme Review 2019/20'.

He encouraged, as good practice, the Committee to look back on the year's work and consider its effectiveness. The report was intended to facilitate the discussion about work carried out, reflections, and share ideas about improving practice and the work programme. The report highlighted the impact that resources and COVID-19 had on the delivery of the work programme this year.

The Scrutiny Team Leader highlighted the following areas:

- 1) Summary of Work Completed
  - The work carried out by the Scrutiny Programme Committee, through Inquiry Panel, Performance Panels and Working Groups, against the agreed scrutiny work programme 2019/20
  - Public involvement and media coverage
- 2) The Scrutiny Experience
  - Relevant statistics regarding scrutiny activity
  - Wales Audit Office's good practice paper on 'Six Steps to Better Scrutiny in Wales'
  - Progress against the Committee's scrutiny improvement objectives, including actions in response to the Wales Audit Office Review of Scrutiny in 2018
- 3) Developing the Future Work Programme
  - Activities to be carried over
  - Outstanding topics for consideration
  - Request from members for pre-decision scrutiny on an upcoming cabinet report on the relocation of Civic Centre to a new Public Sector Hub
  - Proposal for a Work Planning Conference on 13 October 2020 in place of the scheduled Scrutiny Programme Committee
  - Development of a work programme for the next 18 months

The main points arising from a discussion on future work and improvement & development issues included the following:

- Important that the focus of Performance Panels / work plans are reviewed. It was recognised that Scrutiny Officers will discuss with Panel conveners as new Panel work plans are drawn up to ensure they are effective, represent best use of time and resources, and meaningful, so that Panels can make an impact / difference.
- Performance Panel work plans, when available, should be reported to the Committee to improve Committee oversight of topics being examined, check

coverage across cabinet portfolios, and help avoid duplication of effort between the Committee and Panels and between Panels etc.

- There were reflections on and acknowledgement of positive external assessments of Swansea's scrutiny arrangements and practice.
- The need for flexibility in the work programme to focus on the most pressing issues e.g. COVID, Brexit.
- The importance of research support to scrutiny.
- Although there is good structured follow up for Inquiries, there should be more time to follow up on other recommendations, particularly from Working Groups.
- The potential for more reports to Cabinet, instead of letters, following Working Groups - which will result in more formal recommendations requiring formal response.
- A desire for discussion on the Homelessness Strategy, one year on from cabinet approval, at a future Committee meeting.
- The Committee was content with progress against scrutiny improvement objectives – noting a small number of outstanding actions – and Committee will give thought to other improvement objectives for the future and/or new actions that will help deliver already identified objectives

The Chair and Committee thanked the Scrutiny Team for their support and work, on behalf of scrutiny councillors, coping with staff shortages over the past year, supporting the Council throughout the pandemic, and getting scrutiny activity re-started.

**Resolved** that a remote Work Planning Conference, for all scrutiny councillors, be held on the 13 October 2020 in place of the Scrutiny Programme Committee.

## 156 Future Scrutiny Programme Committee Work Plan

The Chair presented the report on 'Future Scrutiny Programme Committee Work Plan' and highlighted three key proposals, involving some adjustment to the Committee Work Plan, and way of working, in order to create capacity in the overall work programme for scrutiny activity:

- Consider moving away from routine monthly Cabinet Member Q& A sessions to create space to pick up on specific issues of concern;
- Carry out scrutiny of the Public Services Board via Committee Meetings instead of via standalone Performance Panel.
- Change the frequency of the Adult Services (from monthly) & Child & Family Services Performance Panels (from every two months) – moving to a 6-weekly cycle, overall representing a neutral change in terms of officer support.

It was also proposed that the frequency of the Natural Environment Performance Panel be increased to bi-monthly.

**Resolved** that:

- 1) The Scrutiny Programme Committee move away from routine monthly Cabinet Member Q & A sessions to a more targeted approach, focussed on issues of concern;
- 2) The Scrutiny Programme Committee carry out scrutiny of the Public Services Board instead of via a standalone Performance Panel - partner representatives who were co-opted on the Panel to be co-opted to the Committee for specific Committee Public Services Board scrutiny sessions.
- 3) The frequency of the Adult Services & Child & Family Services Performance Panels be amended so that both panels have a 6-weekly cycle; and
- 4) The frequency of the Natural Environment Performance Panel be increased in principle, from quarterly to every two months, subject to agreement of the overall scrutiny work programme.

The meeting ended at 4.50 pm

**Chair**



City and County of Swansea

## Minutes of the **Scrutiny Programme Committee**

Remotely via Microsoft Teams

Thursday, 1 October 2020 at 12.40 pm

### Present:

#### Councillor(s)

C Anderson  
E W Fitzgerald  
E T Kirchner  
T M White

#### Councillor(s)

P M Black  
D W Helliwell  
W G Lewis

#### Councillor(s)

M C Child  
P K Jones  
W G Thomas

### Also Present

C A Holley

P R Hood-Williams

L R Jones

### Officer(s)

Gareth Borsden  
Huw Evans  
Tracey Meredith

Democratic Services Officer  
Head of Democratic Services  
Chief Legal Officer / Monitoring Officer

### Apologies for Absence

Councillor(s): J A Hale, T J Hennegan and G J Tanner

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#### 1 To elect a Chair for the Municipal Year 2020 - 2021.

**Resolved** that Councillor P M Black be elected Chair for the 2020-2021 Municipal Year.

**(Councillor P M Black presided)**

#### 2 To elect a Vice Chair for the Municipal Year 2020 - 2021.

**Resolved** that Councillor T J Hennegan be elected Vice-Chair for the 2020-2021 Municipal Year.

#### 3 Disclosures of Personal & Prejudicial Interest.

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

The meeting ended at 12.43 pm

**Chair**

# Agenda Item 6



## Report of the Chair

Scrutiny Programme Committee – 17 November 2020

### Role of the Scrutiny Programme Committee

<b>Purpose:</b>	To ensure understanding about the role of the Scrutiny Programme Committee and discuss effective working.
<b>Content:</b>	This report provides a description of the Council's overview and scrutiny arrangements. The terms of reference of the Scrutiny Programme Committee are attached.
<b>Councillors are being asked to:</b>	<ul style="list-style-type: none"><li>• Discuss the role of the Committee and effective working as required.</li><li>• Agree the co-option of Scrutiny Performance Panel convenors to the Committee</li><li>• Agree the co-option of partner organisations to enable representatives to participate in the Committee's scrutiny of the Public Services Board</li></ul>
<b>Lead Councillor:</b>	Councillor Peter Black, Chair of the Scrutiny Programme Committee
<b>Lead Officer:</b>	Tracey Meredith, Chief Legal Officer
<b>Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Paul Cridland

#### 1. Introduction

- 1.1 The main aim of scrutiny is to act as a 'critical friend' to the Cabinet and other decision makers in order to promote better services, policies and decisions. Councillors involved in scrutiny will hold the Council's executive to account and examine the work of Council departments, as well as other public services.
- 1.2 The Scrutiny Programme Committee (first established in October 2012) is the Council's single Overview & Scrutiny Committee and is responsible for managing all scrutiny activity within the Authority through a single work plan.



- 1.3 Although the Committee itself undertakes certain work, detailed scrutiny of specific topics is carried out, where necessary, by the Committee establishing informal Inquiry and Performance Panels (for in-depth activities) or one-off Working Group meetings. This provides for greater flexibility within the scrutiny work programme and engagement of all non-executive councillors in the scrutiny process, regardless of committee membership, and participation in topics that match their areas of interest.
- 1.4 Any Panel / Working Group topics that are agreed by the Committee are advertised to all non-executive councillors and expressions of interest sought. The membership of Panels / Working Groups, as well as a lead councillor for this work (known as 'convener'), will then be determined by the Committee, or as otherwise agreed by the Committee (see para. 4.3 regarding appointment of Performance Panel conveners).
- 1.5 In conjunction with the Committee, the Chair of the Scrutiny Programme Committee maintains overall responsibility for agreed scrutiny activities, monitoring such activities and outcomes to ensure that the work programme is being delivered effectively, and in accordance with any timetable set out.

## **2. Role of the Scrutiny Programme Committee**

- 2.1 The role of this Committee in general is to:
- Establish and manage the informal Scrutiny Panels and Working Groups to undertake the detailed work of scrutiny – these to be open to all back bench councillors
  - Appoint 'Scrutiny Conveners' to chair the various Scrutiny Panels / Working Groups
  - Manage the Scrutiny Work Programme and monitor outcomes
  - Hold Cabinet Members to account in a formal public setting
  - Meet the Council's statutory responsibilities for overview and scrutiny, including performing the Crime and Disorder scrutiny function, and scrutiny of the Public Services Board
  - Coordinate pre-decision scrutiny and call-in
  - Respond to urgent issues and referrals from Council
  - To undertake any scrutiny not delegated to a Panel / Working Group
  - Agree any scrutiny inquiry reports that make recommendations to Cabinet, Council and other bodies
- 2.2 Terms of Reference, as contained within the Council Constitution, are attached at **Appendix 1** for information.

### 3. Membership

- 3.1 In addition to the 13 councillors, the Committee includes in its membership a place for four statutory education scrutiny representatives. This is in accordance with the Parent Governors Representatives and Church Representatives (Wales) Regulations 2001 and National Assembly for Wales Circular 2/00.
- 3.2 This is to enable the involvement of parent governors (1 x primary and 1 x secondary) and church representatives (where there are faith schools managed by the authority) in the scrutiny of education matters, with voting rights. They will also be entitled to sit on any relevant Panels and Working Groups focusing on education issues. If the Committee deals with matters which do not relate wholly or in part to any education functions then the co-opted Members shall not vote on those other matters though they may stay in the meeting and speak.
- 3.3 The statutory education scrutiny representatives (appointed on a 4-year term in May 2018) currently are:
- Mr Dave Anderson-Thomas (Parent Governor – secondary)
  - Mr Alexander Roberts (Parent Governor – primary)
  - Vacancy (Church in Wales)
  - Vacancy (Catholic Church)

### 4. Scrutiny Conveners

- 4.1 The Scrutiny Programme Committee has the power to appoint scrutiny conveners to lead specific activities (Panels and/or other informal Working Groups) who would be responsible for:
- convening (or chairing) meetings of the relevant Panel / Working Group to provide leadership
  - effective meeting management to ensure that work is undertaken and completed as directed by the Scrutiny Programme Committee and any agreed terms of reference
  - reporting back to the Committee with findings, conclusions and recommendations as appropriate

A role description for conveners is attached for information at **Appendix 2** (taken from 'New Scrutiny Arrangements' Council Report – 18 October 2012)

- 4.2 The Committee may appoint conveners from outside of the membership of the Committee, who would be invited to provide updates and/or present final reports to the Committee on the work of the Panels / Working Groups.

- 4.3 For those Performance Panels which are meeting on an on-going basis the Committee has agreed that Panels should be asked to appoint / confirm its convener at the start of each municipal year (except in the year of a Council election).
- 4.4 The Committee has also agreed that Performance Panels conveners will be co-opted (in a non-voting capacity) to enable their attendance and participation at Committee meetings. The involvement of Performance Panel conveners at the Committee is important because they will have knowledge and expertise about specific services and can add value to the work of Committee particularly when those areas are being discussed. Co-option also enables better co-ordination between the work of the Committee and Performance Panels. **The formal co-option of Performance Panel conveners needs to be confirmed by the Committee each year:**
- Adult Services (currently Councillor Susan Jones)
  - Education (currently Councillor Lyndon Jones)
  - Child & Family Services (currently Councillor Paxton Hood-Williams)
  - Development & Regeneration (currently Councillor Jeff Jones)
  - Service Improvement & Finance (currently Councillor Chris Holley)
  - Natural Environment (currently Councillor Peter Jones – already a Committee Member)
- 4.5 Councillors who are appointed as conveners will be responsible for ensuring that Panels are operating effectively. If there are any issues with regard to membership (e.g. attendance / representation of different political groups) these should be raised with the chair of the Scrutiny Programme Committee. The Chair of the Scrutiny Programme Committee will consult informally with group leaders in the first instance and then, if necessary, raise the issue as an item for the Scrutiny Programme Committee to consider.

## **5. Public Services Board Scrutiny**

- 5.1 The Committee is expected to carry out scrutiny of the Swansea Public Services Board. Up to now this has been carried out by a standalone Scrutiny Performance Panel, which included in its membership co-opted non-executive partner representatives, reflecting the 'core' Public Service Board members. The Committee is asked to agree the co-option of the following partner organisations so that representatives can continue to participate, in any future Committee sessions, on the scrutiny of the Public Services Board:

- Swansea Bay University Health Board (Non-executive Board Member) – currently Martyn Waygood
- SCVS (non-executive Management Committee Member) - currently Cherrie Bija

- Mid & West Wales Fire & Rescue (Member of the Performance, Audit and Scrutiny Committee) - currently Cllr. Cyril Anderson
- Member of the South Wales Police and Crime Panel – name to follow
- Natural Resources Wales (Non-executive Board Member) – currently unfilled (unable to provide representation)
- Probation Service (non-executive) – currently unfilled (no non-executive member)

## **6. Effective Working**

6.1 The Committee is encouraged to reflect on how well it works, and take the opportunity to discuss how it could be more effective, for example in its preparation for meetings:

- Developing Questions and Questioning Strategy
- Use of short Pre-meetings / Post meetings
- Team / Inclusive Working and Communication
- Decorum at meetings
- Meeting times / length
- Any other practical considerations

## **7. Review of Council Constitution**

7.1 The Council Constitution is subject to annual review and good governance requires that each Head of Service look at relevant elements of the Constitution to check that they are up to date and consider whether any changes are necessary. The Scrutiny Team Leader will review all elements of the Constitution relating to scrutiny (including Scrutiny Procedure Rules) and report any issues.

## **8. Financial Implications**

8.1 There are no additional financial implications associated with this report.

## **9. Legal Implications**

9.1 The Local Government Act 2000 requires that executive arrangements by a Local Authority must include provision for the appointment of one or more Overview and Scrutiny Committees. Guidance from the Welsh Government (on executive arrangements) states that the precise arrangements for overview and scrutiny (including the number, membership and remit of the committees) are a matter for local choice.

**Background Papers:** None

### **Appendices:**

- Appendix 1. Scrutiny Programme Committee Terms of Reference  
 Appendix 2. Scrutiny Convener Role Description

## Scrutiny Programme Committee Terms of Reference

### 1 General

1.1 The Scrutiny Programme Committee will have the following general responsibilities:

- a. Holding members of the Council's executive to account.
- b. Monitoring the performance of public services, policies and partnerships.
- c. Contributing to corporate and partnership policy and strategy development.
- d. Conducting in depth inquiries into service and policy areas.
- e. Involving the public in service improvement and policy development.
- f. Considering the opinions of external inspectors.
- g. Making reports and recommendations to Council or Cabinet on the discharge of any functions of the authority as appropriate.
- h. To undertake reviews as directed by Council.
- i. Preparing and publishing a regular work plan.
- j. Contribute to an overall strategic work programme for scrutiny that will be reported regularly to Council.
- k. Observing the principles of effective scrutiny as set out in the Protocol for Scrutiny.

1.2 The Committee will have responsibility for coordinating the scrutiny of the following:

- a. The community strategy / single integrated plan.
- b. Swansea's Public Services Board.
- c. The Council budget.
- d. Central / corporate functions of the local authority.
- e. Groups and organisations with which the Council has formed links through grant funding, compacts, subscription or service level agreements.
- f. External bodies which are able to levy a statutory precept upon the Authority.
- g. The Treasury Management Strategy Statement, Annual Report, Mid Term Report and Quarterly Progress Reports.

### 2 Scrutiny Panels

2.1 The Committee may establish Panels / Working Groups for the purpose of undertaking in depth inquiries or for looking at the performance of particular areas of service delivery.

2.2 Each Panel / Working Group will be led by a Scrutiny Convener who will be responsible for:

- a. Convening meetings of the relevant Panel / Working Group
- b. Chairing meetings of the relevant Panel / Working Group
- c. Ensuring that the Panel / Working Group undertakes work to the specifications and timescales agreed by the parent committee
- d. Reporting back to the parent committee with findings, conclusions and recommendations as appropriate

2.3 Councillors will be appointed to a Panel / Working Group on the following basis:

- a. At least two political groups on the Council to be represented on the Panel / Working Group.
- b. Membership of Panels /Working Groups will be open to any non executive members of the Council regardless of whether they are a member of the Scrutiny Programme Committee.
- c. New Panels / Working Groups will be advertised to all non executive members and expressions of interest sought. The membership of Panels / Working Groups will be determined by the Committee.

### **3 Scrutiny Work Programme**

3.1 The Scrutiny Programme Committee will be responsible for coordinating the work of the Scrutiny Panels / Working Groups. Other tasks linked to the delivery of the work programme include:

- a. Monitoring the delivery of the scrutiny strategic work programme;
- b. Preparing and agreeing the scrutiny annual report as required by Council;
- c. Dealing with business relating to regional / national scrutiny meetings (for example in relation to the Welsh Local Government Association or the Centre for Public Scrutiny);
- d. Considering reports relevant to the development and improvement of the Council's Scrutiny function;
- e. Dealing with consultation and implementation of national policy changes relevant to scrutiny;
- f. Preparing and publishing a regular work plan;
- g. Making reports and recommendations to Council, Cabinet or the Democratic Services Committee on the discharge of any functions of the authority as appropriate.

### **4 Service and Policy Areas**

4.1 Areas of responsibility cover all functions of the Council and specifically:

- a. All of the functions of the Council as a Social Services Authority under all relevant legislation;
- b. All functions of the Council under the Children Act (1989 and 2004);
- c. All of the functions of the Council as a Planning Authority under the Town and Country Planning Acts and all other relevant legislation including countryside, nature conservation and rights of way matters, in force from time to time;
- d. Acting as the Council's designated Crime and Disorder Committee for the purposes of the Police & Justice Act 2006;
- e. All of the functions of the Council as a Housing Authority under the Housing Acts and all other relevant legislation;
- f. Outcomes of reviews undertaken by outside agencies or audit bodies;
- g. Items where Welsh Government Guidance suggests that matters should be considered by scrutiny.
- h. Acting as the Council's designated scrutiny committee for scrutinising Swansea Public Services Board for the purposes of the Well-being of Future Generations (Wales) Act 2015.

## **5. Cabinet Portfolios**

- 5.1 The work of the committee will not be limited to any particular Cabinet portfolio(s). Invitations to attend meetings, reports, letters and recommendations will be directed to the relevant Cabinet Member(s) as each issue requires.

### Scrutiny Convener Role Description

#### 1. General

- 1.1 The Scrutiny Convener will be responsible for a portfolio of scrutiny topics that they will manage and deliver. These topics, allocated by the Council's Scrutiny Programme Committee, will not be confined to a single subject or department. The scrutiny work led by these conveners will be done through informal task and finish groups / panels and the conveners will chair the meetings of these groups. Conveners will be accountable to the Scrutiny Programme Committee.

#### 2. Providing leadership

- 2.1 To provide confident and effective management of the topics for which they are responsible.
- 2.2 To promote the role of scrutiny within and outside the council, liaising effectively both internally within the Council and externally with the Council's partners.
- 2.3 To contribute to the development of a balanced scrutiny work programme.
- 2.4 To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues.
- 2.5 To demonstrate an objective and evidence based approach to scrutiny and to facilitate the identification of conclusions and recommendations accordingly.
- 2.6 To evaluate the impact and added value of scrutiny activity and identify areas for improvement.
- 2.7 To promote cross party working.
- 2.8 To keep any relevant deputies fully involved and informed to ensure they are able to cover the conveners' role as required

#### 3. Managing the work programme

- 3.1 To ensure that the work programme is delivered.
- 3.2 To report on progress against the work programme to Council, and others as appropriate.
- 3.3 To liaise with officers, other members and community representatives to resource and deliver the work programme.



## **4 Effective meeting management**

- 4.1 To set agendas containing clear objectives and outcomes for meetings.
- 4.2 To manage the progress of business at meetings, ensuring that meeting objectives are met.
- 4.3 To ensure that the necessary preparation is done beforehand.
- 4.4 To ensure that all participants have an opportunity to make an appropriate contribution

## **5 Community leadership**

- 5.1 Where necessary to act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
- 5.2 To build understanding and ownership of the scrutiny function within the community.
- 5.3 To involve fully external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.
- 5.4 To support the involvement and development of scrutiny members
- 5.5 To encourage high performance from all scrutiny councillors in task and finish groups.
- 5.6 To assess individual and collective performance within task and finish groups and facilitate appropriate development.

## **6 Values**

- 6.1 To be committed to the values of the Council and the following values in public office:
  - a. Openness and transparency;
  - b. Honesty and integrity;
  - c. Tolerance and respect;
  - d. Equality and fairness;
  - e. Appreciation of cultural difference;
  - f. Sustainability.

# Agenda Item 7



## Report of the Chair

### Scrutiny Programme Committee – 17 November 2020

## Update on COVID-19 Response & Recovery Planning

<b>Purpose:</b>	The Committee will receive update on, and discuss, the Council's COVID-19 response and recovery planning.
<b>Content:</b>	The recently agreed Cabinet report, 'Managing the Present and Shaping the Future Swansea Council – From Recovery to Transformation', is included for discussion. The Chief Executive, Phil Roberts, and other senior officers will report to the Committee.
<b>Councillors are being asked to:</b>	<ul style="list-style-type: none"><li>• Ask questions, and make comments and recommendations as necessary.</li></ul>
<b>Lead Councillor:</b>	Councillor Peter Black, Chair of the Scrutiny Programme Committee
<b>Lead Officer:</b>	Tracey Meredith, Chief Legal Officer
<b>Report Author:</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Paul Cridland

### 1. Introduction

- 1.1 The Scrutiny Programme Committee's meeting in August enabled Committee members to receive an update on the Council's COVID-19 response and recovery planning. The Committee heard from the Leader of the Council, the Chief Executive, Director of Place, and Deputy Chief Finance Officer. The Committee also discussed a report on the response of the West Glamorgan Regional Health & Social Care Partnership, which focussed on Care Homes.
- 1.2 Questions were asked around the latest COVID-19 position in terms of local public health and impact made by Test, Trace & Protect Service; progress with recovery planning and key challenges and risks.

- 1.3 The Committee wrote to the Leader of the Council following the meeting on the key findings and its reflections on the discussion. This letter, together with the Leader's response, is **attached**.
- 1.4 The meeting today continues the discussion about the Council's response, and particularly recovery planning following the Cabinet's agreement of a report on plans and priorities to support organisational, economic and social recovery and future transformation of the Council. The Council's Chief Executive, Phil Roberts, and other senior officers will report to the Committee.

## **2. Legal Implications**

- 2.1 There are no legal implications from this report.

## **3. Financial Implications**

- 3.1 There are no financial implications from this report.

**Background Papers:** None

### **Appendices:**

Appendix 1 – Letter to / from Councillor Rob Stewart, Leader of the Council

Appendix 2 – Cabinet report 15 October 2020 'Managing the Present and Shaping the Future Swansea Council – From Recovery to Transformation'



**To/  
Councillor Rob Stewart  
Cabinet Member for Economy,  
Finance & Strategy (Leader)**

**BY EMAIL**

cc: Cabinet Members

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Linell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2019-20/18

28 September 2020

Summary: This is a letter from the Scrutiny Programme Committee to the Leader & Cabinet Member for Economy, Finance & Strategy following the meeting of the Committee on 25 August 2020. It is about the Council's COVID-19 Recovery Planning, Care Homes, Test, Trace & Protect, City Economy, and Council Finances.

Dear Councillor Stewart,

### **Scrutiny Programme Committee – 25 August**

Thank you for attending the Scrutiny Programme Committee on 25 August 2020 to update us and answer questions about the Council's COVID-19 recovery planning. We thank the Chief Executive for leading the presentation of information and the Director of Place, and Deputy Chief Finance Officer for their contribution to the discussion.

Following on from our discussion in July, we wanted to know more detail about the Council's recovery plans, e.g. the different recovery themes and priorities, status / progress in relation to activity in each area, and current challenges.

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

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**  
**SWANSEA COUNCIL / CYNGOR ABERTAWE**  
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## Recovery Planning

The Committee was informed that the Council's recovery plan is developing further with three distinct phases to it, each with a projected timeline:

- **Phase 1 - Remobilise** (short term – 4 months up to the end of Oct): restarting and adapting a wide range of Council Services.

This is about recommencing services and a return to business as usual where possible, and reassessment of current year budget. We noted that most services are operating, albeit under different circumstances (including remote working), with the exception of libraries and cultural services, sports and recreation and events. We noted that the experience of remote working, including feedback from staff, will inform future working.

- **Phase 2 - Reshape** (medium term – up to May 2022): a strategic response to support the city to emerge and grow from the crisis.

This is focussing on the financial impact of COVID and responding to the economic crisis, renewing our medium term financial plan. It is also about the future Council services operating model.

- **Phase 3 - Regenerate** (long term – after May 2022): longer term City and County regeneration and development strategy.

This is looking at a new Corporate Plan, revised Capital Programme Strategy, revised Business & Economic Development Strategy, Financial Plan, Workforce Strategy and Digital Strategy.

We noted expectations around Cabinet approving the recovery plan at the end of September / early October, however it was stressed to us that this was still work in progress, and some aspects such as financial implications were awaiting further information. The Plan would have a number of specific work streams flowing from it, with specific activities on Care Services, Education & Learning, Future Workforce, Equalities, Community Support, and the Economy & Environment. These are all areas that no doubt we will discuss in more detail, either in the Committee or in relevant Scrutiny Performance Panels.

We discussed the importance of collaboration with other partners and agencies and attracting investment to support recovery planning, making it easier for people to do business in the city, build back better and return to growth.

We recognised that with the pandemic not over any future spikes locally or second wave will affect the recovery plan and could extend the remobilisation phase. We acknowledged differences in scientific opinion about the outlook. You told us that the collaboration within our health and social care partnership, with Swansea Bay University Health Board, and Neath Port Talbot Council, was excellent, and all were ready to respond quickly to developments. At the time of writing Swansea is now subject to a local lockdown, so a matter of concern for all of us.

As the Council returns to business as usual, including the scaling back of arrangements for emergency food support for vulnerable people, including asylum seekers and refugees, we asked you to consider our ability to support these people and their ongoing needs as the pandemic continues. We wanted to draw attention in particular to asylum seekers as a group in need given issues around access to public funds, access to public transport etc. You recognised the problem and assured the Committee that, as a City of Sanctuary, Swansea would not let these people down, and would work with third sector partners to ensure that support is there for all groups.

### **Care Homes**

We discussed the regional response to COVID-19 focussed on care homes, and were grateful to the Cabinet Member for Adult Social Care & Community Health Services and the Director of Social Services for presenting the report, which was commissioned by the West Glamorgan Regional Partnership. They explained the management of COVID-19 in care homes and safeguarding, the challenges (in particular the over reliance on symptomology, discharges from hospital into care homes, and the experience of asymptomatic transmission, in the early period), partnership decision-making based on government advice and guidance, and lessons learned that will help the partnership to deal with any future spikes in cases.

We have asked for figures about the spread of infection in care homes – number of cases and fatalities arising from COVID-19. We understood that various numbers and changes in recording and other variants provide different figures. The Director of Social Services explained some challenges around data including certainty of death because of COVID-19, and actual location of death – care home or hospital. It was indicated to us that there were 60 fatalities overall where there was certainty that they are linked to COVID-19 infection. However, he agreed to provide us with a range of data / statistics (all variety of factors) around the spread of COVID-19 in our care homes and impact / outcomes. We will obtain this from the Director. It was good to hear reassurances on safeguarding that no-one would be discharged to a care home from hospital without a negative COVID-19 test and that there is now routine testing of care home residents and staff, and at the time of our meeting low levels of infection reported.

## **Test, Trace & Protect Service**

We asked about the number of people involved in delivering the service and its effectiveness. You highlighted that arrangements in Wales differed from England, which has seen some criticism of the service there. We noted our service is a collaboration between the Council and public health with currently 4 Full Time Equivalent (FTE) Clinical Leads, 12 FTE Contact Tracers, 32 FTE Contact Advisers, 5 FTE Environmental Health Officers. This was fewer staff than originally envisaged due to the relatively low current rates of infection, but ready to respond to any spikes both locally, and across the regions where capacity allows. In terms of measuring success current figures were approximately 90% of contacts traced within 24 hours (exceeding national target), but the number of cases were low. For example, we noted that in August there were 18 positive tests leading to 64 contacts being traced. The Director of People agreed to share with us available data relating to the TTP service, including testing statistics, which we would be happy to receive.

We also asked about local testing capacity and noted testing capacity as 540 per day, with only around 2-3% of actual tests carried out being found to be positive. The talk then was about plenty of capacity but since our meeting there are concerns about the rising rate of infection and it is apparent that testing capacity across the UK is struggling to meet demand. This is of course concerning as we know how critical testing is to limiting spread of the virus, and may impact our own ability to regularly test care home staff and residents and other key workers. An update on the local situation in your reply would be helpful. We raised the importance of clear communications and public awareness of testing and TTP, and processes to check compliance with self-isolation. The Committee was happy to hear indication of a good level of community buy-in to the process. We asked whether the TTP service is notified about those returning to the area from abroad and having to self-isolate.

## **City Economy**

We heard about a renewed vigour across our City Deal partnership to bolster the regional economy, recognising the impacts and challenges on different sectors, which were outlined to us including manufacturing, food, drink, retail and hospitality, tourism / culture and services, which have led to a slowdown in the economy and growth. We noted Council efforts and interventions to help the hospitality sector and schemes to help business, such as grants to improve provision of outdoor space, waiving of licensing fees and fast tracked licences as well as providing advice on re-opening safely. You also highlighted as a success the retention of Debenhams in the city centre, and other action that may have helped others to stay in business. In terms of footfall and commercial / retail recovery, you told the Committee that Swansea was leading the way in Wales outperforming Cardiff and Newport. This means survival for local businesses and job retention. Sadly, some businesses may struggle to recover from the crisis, despite the financial support provided by

government and the Council, with around £85m of business support provided by the Council during the pandemic including grants and rate relief. You felt the overall package of help was closer to £100m.

We noted that regeneration activity, which has not stopped, has become more important than ever. Something that we felt important to the local economy, we asked you about the extent to which local people and firms were employed in the City Centre regeneration, particularly the new arena development, and other projects, and their community benefits. In relation to the arena, we heard that around 40% of the contract value has been awarded to date with financial benefits distributed locally (circa £20m), to other parts of Wales (circa £17m), and outside of Wales (circa £19m). You were confident that further contract awards would see a greater share for local / regional companies. The Director of Place told us that around 50 individuals benefitting from apprenticeship opportunities have gone on to secure employment, and expected more opportunities to be available. The Committee was keen to know more about the geographical distribution of individuals benefitting from the Swansea Central Phase 1 development, through apprenticeships, to see how local the impact has been. The Director undertook to see if a breakdown can be provided to show how close to the development the opportunities have been created. On the Hafod-Morfa Copperworks / Penderyn Distillery project you referred to the appointment of local firm, John Weavers Contractors. In totality, you referred to significant local and regional benefit from the development and regeneration activity and investment, and economic boost to Swansea, through both employment and other spin-offs.

We also asked you about the Council's green infrastructure programme and plans to roll out works to other community areas in Swansea, like the improvements made to the Kingsway. You told us that it was part of Council plans to improve other retail centres through similar approaches, including tree planting etc.

Further to the discussion on regeneration, we know that the pandemic has affected and perhaps made a lasting impact on the way people work, with a rise in home / remote working. This leads to question marks about the future of office accommodation, which is a feature of our regeneration plans, and our reliance on increased footfall in the city centre from office workers, as well as students living there. A reduction in demand for office space and fewer students arriving in the city centre poses a potential risk to our regeneration plans and success, and we felt this needs consideration before the Council commits further. You assured the Committee that Swansea did not have an oversupply of quality office space, unlike other major cities, and were confident of unmet demand. You felt that whilst we may see continuation of remote working, it is likely to be as a part of people's work life not the whole. You stated that less commuting would not take away the demand for office space. Also, you told us the city was building, as part of the Phase 2 of Swansea Central, for the relocation of jobs away from London. You stressed that now was not the time to pause or stop work, to ensure Swansea comes



out of the pandemic in a relatively stronger position. Similarly, you argued that Swansea did not have an oversupply (unlike Cardiff) of purpose built student accommodation, and such developments, all of which represented private investment, were key to controlling HMO numbers. Nevertheless, we asked you to confirm the level of take up of city centre student accommodation, and actual demand, particularly as we suspected that rents would be higher in the city centre. You undertook to find out occupation rates from the private developers and share this information with us once the first term was over.

We also talked about the benefits of 'community hubs' that could incorporate flexible working space for staff, and you mentioned work the Council is already doing on this, including the pilot in Gorseinon incorporating library and housing services under one roof. Some members took the opportunity to ask you about the closure of some District Housing Offices as part of plans to modernise housing services.

### **Council Finances**

We checked with you again on progress in relation to support from the Welsh Government both with financial grants to aid recovery and with the reimbursement of council spending and loss of income. We noted there are also Council Tax arrears that will need following up in due course, which is affecting the budget. You talked about the necessary flexing of the Council budget to manage financial pressures, but spoke confidently about getting most, if not all, monies back regarding additional expenditure associated with COVID, and welcomed recent Welsh Government announcements about additional funding for local government. We noted that the corporate budget monitoring report for the 1<sup>st</sup> quarter would shortly set out the Council's financial position.

We were aware of a number of Councils in England reported to be in financial difficulty and predicted shortfall of funding due to COVID-19. You explained the different funding arrangements and income streams for Welsh Councils compared to England, and assumptions around recompense from the Welsh Government and fair distribution of funding for local government. All signs were positive about Welsh Government support for local councils. You stated that the outlook would be clearer in the Autumn. We look forward to the outcome of the Comprehensive Spending Review and news about the next budget settlement from the Welsh Government towards the end of this year.

## Your Response

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

- Test, Trace & Protect (TTP) – in light of a rising number of cases, provide us with an update on the situation regarding local testing capacity and the effectiveness of the TTP Service, and confirm whether the TTP service is notified about those returning to the area from abroad and having to self-isolate; and
- Student Accommodation Developments - to confirm the level of take up of new city centre student accommodation.

Please provide the response to this and any other comments about our letter by 19 October. We will then include both letters in the agenda of the next available Committee meeting.

We will pick up on progress with recovery plan in due course, and once again the Committee would echo the praise of all our members of staff who have gone above and beyond during the last six months and continue to do so.

Yours sincerely,



**COUNCILLOR PETER BLACK**

Chair, Scrutiny Programme Committee

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Councillor Peter Black  
Chair  
Scrutiny Programme Committee

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*Our Ref:* RS/CM  
*Your Ref:*  
*Date:* 16 October 2020

**BY EMAIL**

Dear Councillor Black

I refer to your letter dated the 28<sup>th</sup> September 2020 and would respond as follows.

**Test, Trace & Protect (TTP) – in light of a rising number of cases, provide us with an update on the situation regarding local testing capacity and the effectiveness of the TTP Service, and confirm whether the TTP service is notified about those returning to the area from abroad and having to self-isolate.**

**Student Accommodation Developments - to confirm the level of take up of new city centre student accommodation.**

Following discussions at the Scrutiny Programme Committee, student accommodation developers and agents have been contacted to find out occupancy rates in the City Centre. Enquiries have indicated an average occupancy of 72.3% at present. Responses tend to indicate that the student accommodation providers see a demand for up market / studio accommodation rather than basic shared cluster units, with a demand mainly from the overseas market. However, they are also finding an increasing number of UK students are now opting for purpose built student accommodation rather than HMOs.

### **Effectiveness of TTP service**

The Current tracing teams operate 9am – 7pm, 7 days a week and is currently achieving the majority of contacts within 24 hours and all contacts where information is provided within 48 hours.

The workforce is moving towards a fully externally recruited workforce with additional support coming from our own trained staff during any peak in numbers.

### **Testing Capacity**

Testing capacity is determined from UK Government in partnership with Welsh Government.

Margam and Liberty testing stations are increasing in the numbers that are processed.

3 Mobile testing units have been established and are now operational in,

1. **Penyrheol LC**  
Thursday mornings and Sunday mornings  
(9.45am to 12.45pm)
2. **Penclawdd Community Centre** (until 15<sup>th</sup> October)  
Thursday afternoons and Sunday afternoons (2:15pm to 5:15pm)  
Moving to **Swansea Airport at Fairwood**, (from Sunday the 18<sup>th</sup> of October)
3. **Townhill Community Centre**  
Monday mornings and Friday mornings  
(9.30am to 12.30pm)

In addition the Grand Theatre is being set up as an additional testing station and should be live by the 9<sup>th</sup> October.

A 6 point strategy has been developed to ensure that the capacity and demand are prioritised and managed:

#### **Priorities for testing WG:**

Welsh Government has announced a series of priorities for testing (Ministerial Statement 29 September 2020).

**Priority one: to support NHS clinical care** and focus on hospital patients, including all admissions.

**Priority two: to protect those in care homes.** We will continue to test staff, with or without symptoms, fortnightly or, where local prevalence is significant, weekly. We will also test all new admissions and, in the event of an outbreak with a home, all residents and staff will be tested.

**Priority three: testing of NHS staff, including GPs and pharmacists where possible.** We will continue to test NHS staff with symptoms but will move to test asymptomatic staff in outbreaks and in areas of higher prevalence.

**Priority four: targeted testing to support management of outbreaks and surveillance studies.** This will help to manage outbreaks in high-risk environments such as closed residential settings or higher-risk workplaces, where the risks of the virus spreading and chances of finding more positive cases is high. Surveillance testing refers to the population-wide Office for National Statistics study, essential trials for new potential vaccines, and studies of particular at-risk populations.

**Priority five: testing for symptomatic staff working in education or childcare settings where is it needed to keep the settings open.** This is about ensuring that education staff can get priority access when they have symptoms. Those who test negative can return to work, ensuring our education and childcare settings can remain open.

**Priority six: testing all symptomatic individuals irrespective of local prevalence.** Eligibility is restricted to individuals with key symptoms (a high temperature, a new continuous cough and a loss of taste or smell).

The constraint to testing is the access to laboratory space, Public Health Wales and Local health Board is working on improving the capacity of laboratory time.

**Returning from abroad**

Anyone returning from Abroad who is self-isolating is not notified to the TTP team, but to Public Health Wales, only if a positive test has been received would they get added to the system.

I trust this responds to the questions raised in your letter.

Yours sincerely



**Y CYNGHORYDD/COUNCILLOR ROB STEWART  
ARWEINYDD/LEADER**



## Report of the Leader of the Council

Cabinet – 15 October 2020

# Managing the Present and Shaping the Future Swansea Council – From Recovery to Transformation

<b>Purpose:</b>	This report provides an overview of the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to transformation and the framework to replace Sustainable Swansea Strategy with <b>Swansea – Achieving Better Together</b> .
<b>Policy Framework:</b>	None.
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Agrees the initial plans and priorities to support organisational, economic and social recovery and plan for the future.  2) Notes the <b>Swansea – Achieving Better Together</b> , framework at appendix 1 that is being developed to aid future transformation of the Council.
<b>Report Author:</b>	Adam Hill
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Introduction

- 1.1 The Covid-19 Crisis has posed significant and unprecedented challenges to the way we deliver our services, support partnership working and our way of life. Since March 2020, the Council's focus has been to preserve life, minimise the spread of the virus and support all our communities.
  - 1.2 The Council's immediate response was to establish an Executive Control Group to oversee strategic operations, with a virtual cabinet making the decisions. The governance process had to adapt as formal meetings of Cabinet/Council were unable to take place until Welsh Government legislated for remote attendance. Urgent financial decisions were taken by the s 151 officer, delegated decisions were made by officers and the Leader consulted with Group Leaders to ensure cross party support in the decision making process.
  - 1.3 Since the start of the crisis the Council's staff have demonstrated their willingness, flexibility, commitment and dedication to deliver front line services to the city's communities, volunteering to support priority areas while also adapting to new ways of working from home.
  - 1.4 The council is now operating the majority of its services in a different form and (in the main) many staff continue to work from home. This model is not sustainable in its current format and the Council now needs to manage the present as well as plan for the future. To do this consideration has been given to setting out a recovery plan that will **RE-MOBILISE** the authority, **REFOCUS** the authority to be able to be efficient and effective in delivering the corporate plan and its current priorities taking account of the changes to the economy, health protections, ongoing Covid-a19 restrictions and finally **RESHAPE**, looking beyond the next 2 years and setting out a new corporate plan building upon Sustainable Swansea – fit for the future.
  - 1.5 The time frame for the strategy will be influenced by the ongoing implications of Covid-19 and the guidance and changes to legislation informed by Welsh Government and the technical requirements from Public Health Wales.
  - 1.6 This strategy does not replace the current corporate priorities of aims and aids to support the delivery of them.
2. The pandemic has created an opportunity to rethink the way in which the Council operates within the context of delivering the Corporate Plan. Whilst much has changed in a small space of time, the Council objectives remain relevant. However, the changes that have been made to the organisation offer a unique opportunity to rethink things in ways that previously would not have been possible.

### 2.1 Factors affecting the wider economy

- 2.1.1 This plan is based around what the council has already done to aid recovery and how it can continue to remobilise, refocus and reshape

itself as well as support the wider economy and community. The impacts on the economy have been wide-ranging and significant.

### **Manufacturing**

Many manufacturers have been able to carry on to some degree but have been affected by supply and distribution chain issues, as well as a difficulty in operating within social distancing requirements. Those manufacturers who supply sectors which have all but shut down, such as retail, leisure and hospitality, have seen huge impacts on their orders and sales. Despite this, some manufacturing companies have been able to diversify to respond to the Government's requirement for medical equipment and supplies or been able to change their product lines to new markets. In addition many small businesses have continued to develop and manufacture goods to meet client demand as restrictions were lifted.

*Swansea Council has been able to support manufacturing and wider business through taking the decision to waive some business rates and give discretionary discounts to businesses, market traders and leisure operators. Swansea Council also co-ordinated the manufacture of Visors and distribution in the early days of the pandemic to keep businesses going.*

*Swansea Council has also continued, when safe to do so, the regeneration of Swansea with the Digital Arenas, school building programme and Kingsway improvements, leading the way in maintaining the regeneration of the area and ensuring that suppliers and manufacturers of equipment and materials remain viable through a guaranteed order book.*

### **Food, Drink, Retail and Hospitality**

There has been a significant impact with a large number of closures from national chains and there are concerns that some may not be able to reopen as a viable business whilst social distancing measures remain in place or the lack of footfall in town centres and the reduced tourism trade. Independent businesses showed more resilience introducing takeaway food and home delivery services.

*Swansea Council has worked with this sector to put safe methods of operation in place, frozen car park charges, put a task force in place to support the opening of town centres, waived business rates and helped the sector increase outside food and drink opportunities.*

### **Tourism & culture**

There are concerns about the viability of businesses in the tourism and events sector given the unprecedented shock to their operations occurring at a time which would ordinarily be the run-up to the peak tourist and event season.



As with many seasonal businesses, this peak time allows tourism businesses to build up reserves to see them through the rest of the year. In addition, many self-employed workers in the cultural sector have part time jobs to supplement income. These jobs are often in the retail, hospitality and leisure industries and have been most affected by COVID19, so there is likely to be a section of the workforce that has been particularly affected and will continue to impact them for many months to come. People working in performing arts, design, theatre, film and production are often free lance and self employed and had difficulty accessing financial support. The requirement for safe distancing is prolonging the closure of theatres, galleries and cultural venues.

*Swansea Council has worked with community groups Visit Swansea, Welsh Government and other partners to ensure that the Tourism and culture sector has where possible returned to operation and the tourism market was safely returned offering advice and support to business and helping promote the area. Working with partners the council has worked to make car parks safe and work with communities to ensure visitors are kept safe and encouraged to come back, stimulating the economy for tourism. Safe distancing notices are displayed across the Authority. Mowing policy in parks and risk assessed re-opening of play areas have increased recreational use for residents and tourists.*

### **Technology**

Businesses are starting to explore and increase their capacity online in order to sustain business moving forward. This presents an opportunity for growth in this sector but may also have a negative impact on people returning to visiting retail centres. A continuation and increase in online shopping may have a negative affect on the size of stores and on previously occupied office space.

*Before Covid-19 Swansea Council adopted a digital first approach to enable the communities and individuals to be supported. The Council lead the way in achieving digital meetings to ensure we could make decisions quickly and effectively and maintain the council services. The lifelong Learning teams, Education department and IT support and housing helped residents set up email accounts. This enabled more people to widen their use of digital equipment beyond local social media groups.*

### **Agriculture and farming**

For these businesses, there are varying impacts. Food production has been essential and many farms are able to continue operating as they are either family run or where employees live locally.

Some areas of agriculture have also been affected due to the closure of other businesses such as pubs, restaurants and hotels as well as wider impacts to rural communities, that have over the years taken the

opportunity to diversify into B&B or holiday rentals as these are reliant on the visitor economy.

Local farmers and family run producers have taken the opportunity to refocus and open up supply chains, distribution and retail on a local level. Selling through social media, markets or direct to the customer has proved very successful and help keep money in the local community and fresh produce obtainable by those that are vulnerable or unable to travel.

*Swansea Council has maintained services offering advice and support to this area of business supporting the diversification and sale to the local market, through the use of alternative marketing and distribution networks.*

### **Procurement**

Framework agreements and value for money has meant that in terms of procurement there has been an increase in companies going to one supplier who can reduce transport costs and a one stop shop approach. This has meant that local companies have not always been able to compete with big companies leading to the loss of some of these smaller businesses.

*Swansea Council has continued to look at buy local where possible and within the requirements of procurement legislation. Swansea council will continue to review its procurement opportunities and work with local businesses to ensure they have the knowledge and capabilities to be able to bid to supply products and services*

### **3. Overarching strategy**

For Swansea Council to re-mobilise and recover from the crisis it is essential to recognise the role in being a community leader and supporting the residents and businesses whilst also recognising the opportunities to change the way it delivers services.

However this is not a linear process and will need to be delivered in phases to ensure any changes are embedded and delivered while at the same time maintaining the essential services to the community

The council will implement a 3 phase approach, **Short** (Re-mobilise) **Medium** (Refocus) and **Long** (Reshape).

To support this the Cabinet has allocated a recovery theme to each cabinet member and each member will have specific objectives set from the delivery elements of the plan.

The areas of responsibility and objective lead by Cabinet Member are:

<b>Cabinet Member</b>	<b>Portfolio</b>	<b>Recovery Objective</b>
Cllr Rob Stewart	Economy, Finance & Strategy	Recovery Plan lead
Cllr David Hopkins	Delivery & Operations	Policy Change lead
Cllr Andrea Lewis	Homes, Energy & Service Transformation	Strategic Service Transformation lead
Cllr Clive Lloyd	Adult Care & Community Health Services	Adult Services lead
Cllr Jennifer Raynor	Learning & Skills	Schools and Education lead
Cllr Elliott King	Children Services	Children Services lead
Cllr Mark Thomas	Environment Enhancement & Infrastructure Management	Place based service lead
Cllr Robert Francis-Davies	Investment, Regeneration & Tourism	Tourism Economy lead
Cllr Alyson Pugh / Cllr Louise Gibbard	Supporting Communities	Community Support Services leads
Cllr Andrew Stevens	Business Improvement & Performance	Digital Services Transformation lead

### 3.1 Recovery already well underway

The council has not only maintained services throughout the pandemic but already well underway in its recovery phase. Many of the service transitioned to working from home and the many capital and development programmes were maintained through the planning and preparation process to ensure at the first opportunity and when safe to do so, the projects, plans and strategies were re-introduced and building work began, ensuring that Swansea didn't fall behind in its ambitions and programmes to make Swansea better.

The work which has continued and supported the Swansea communities.

- Change of Social care offer
- Build a field hospital
- Kingsway lighting completed
- Kingsway improvements and return to two way traffic completed
- Digital Arena restart of building work

- Schools for the future programme restarted or completed
- £13.8m improvement began at Bishopston Comprehensive School
- £6.9m Gorseinon School Completed
- Planning permission granted for new Community facility – St David’s Church
- Schools re-opened
- Town centre retails and hospitality re-opened
- National exercise referral scheme has been supporting residents with Health issues to keep healthy.
- Local area co-ordinators responded to over 20,000 enquiries and request for help
- Overt £100m of grants to businesses have been distributed by the council
- Re-opened Blackpill lido
- Re-purposing the Council chamber into a temporary Court
- Preparation for £150m to be spent on schools in the next few years under the 21<sup>st</sup> century Schools programme, work already underway for Gwyr and Tan y Lan.
- Housing improvement scheme launched to develop houses into power stations, Craig Cefn Park completed and used for the launch.
- £280k spent on new contactless car park machines
- Registrar services re-opened for weddings and birth registrations
- Palace theatre plans prepared for the restorations and conversion
- Removal of licensing costs in city centre for pavement cafes
- Road repairs restarted

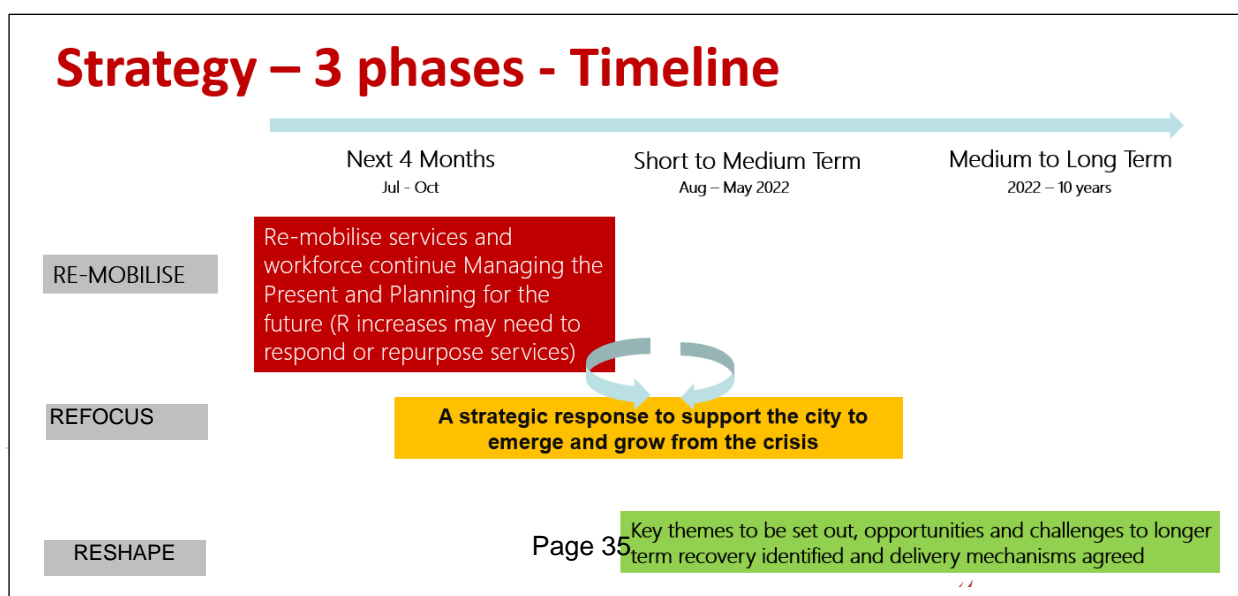
**The above is an overview of what has taken place and will remain a live plan with further recovery action taking place on a daily basis.**

- 3.2 The framework for the continued recovery and for refocussing and reshaping the council is key to ensure not only that we continue to deliver on the corporate priorities but also look to the future to ensure the council is sustainable, efficient and effective in what and how it delivers its services.

The Phases and overview of recovery are set out below:

Phase	Term	Details	Specifics
1	<b>Re-mobilise Short</b> (4 months)	<i>Restarting &amp; adapting a wide range of Council Services</i>	<ul style="list-style-type: none"> <li>Establish Recovery group / structure</li> <li>Critical issues / priorities agreed by Cabinet / CMT</li> <li>Return services to BAU where we can</li> <li>(still under the protection measures associated with Covid)</li> <li>Work to commence, engagement programme with partners, members, staff and citizens</li> <li>Refresh current year budget</li> </ul>
2	<b>Refocus (Up to May 2022) Medium</b>	<i>A strategic response to support the city to emerge and grow from the crisis delivering our corporate priorities</i>	<ul style="list-style-type: none"> <li>Financial Impact of Covid</li> <li>Responding to economic crisis</li> <li>setting out and implementing Council services operating model</li> <li>Renew MTFP</li> <li>Development and implementation of consultation strategy for partners, members, staff and citizens</li> </ul>
3	<b>Reshape (After May 2022) Long</b> (3–10 years) (work in Phase 1 and 2 will support the actions in Phase 3)	<i>Longer term City and County regeneration and development strategy</i>	<ul style="list-style-type: none"> <li>New Corporate Plan</li> <li>Capital programme strategy</li> <li>Business and Economic development strategy</li> <li>Financial plan</li> <li>Workforce Strategy</li> <li>Digital strategy</li> <li>Consultation Strategy</li> </ul>

The phases are not linear but overlap so the work undertaken in the prior phase will inform the next phase.



### 3.3 Influencing and affecting Recovery

3.3.1 There will be many complex and interlinked influences on the strategy and changes in response that will be required.

These will include:

- National and Welsh Government Legislation and Guidance on the operation of services (key examples being schools and care settings), notably, the WG Framework for Recovery
- Availability of Finance
- Availability and well-being of staff
- Social Distancing measures (e.g. work from home directive, permitted social activities, test & trace arrangements)
- Sustainability of critical services
- Economic landscape – unemployment, sectoral activity
- Capacity/sustainability of commissioned providers
- Equalities – health, ethnicity, socio-economic etc. of the community and our colleagues
- Customer behaviours/expectations
- Member behaviours/expectations

These will inform what is possible to achieve and deliver in the coming months.

### 3.4 Regional Perspective

2020 is a year of significant change in the political and economic landscape, with the recovery from Covid and leaving the EU and this will also include a marked emphasis on policy development and delivery through regionalisation by both Welsh and UK Government. In some cases this will include greater prescription from the Welsh Government.

Local Authorities across Wales are currently in the process of establishing further regional structures including Joint Committee's, Education partnerships, city deal, economic and regeneration partnerships, Health and social care transformation, planning and land use and Transportation plans.

Swansea Council is playing a lead role in all these areas and as part of both the recovery plan and longer term shaping the council these will play an important part in the performance and sustainability of the services offered to our communities.

### 3.5 Consultation

Throughout the phases a consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations have taken place and information and views obtained from all stakeholders.

### 3.6 Equality Impact Assessments

Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made.

## 4. Phase 1 – Re-mobilise

4.1 The first phase of the recovery strategy focused on 8 areas to deliver on the existing Corporate Priorities identified in the Corporate Plan and was introduced as part of the response to easing lockdown and to manage the safe opening or resuming of services.

4.2 These will continue into Phase 2 workstreams as they come on line.

### 4.2.1 Workforce planning

- To develop approaches to supporting staff working in different situations (e.g. front-line services, from home and agile working) with an emphasis on agility and responsiveness
- To align the changing organisational needs with the Corporate Plan
- To ensure organisational development work is undertaken to support organisational change
- To review Wellbeing support to those within the organisation affected through the crisis.
- The development of a customer contact strategy after considering the changes and options available for future delivery.

### 4.2.2 Test Trace Protect and Covid-19

- To identify how the Council will continue to support the fight against Covid-19 and support the vulnerable residents in our community.
- To continue to respond to outbreaks and support the regional response to Test, Trace and Protect.
- To consider the sustainability of crisis support and community support teams including Local Area Coordinators and how these services will need to adapt and change as the pandemic matures and consider the funding implications and increased costs which may well be required.

#### **4.2.3 Workplace**

- To take advantage of the opportunity provided to consider the future working environments in safe workplaces taking account of social distancing and linked to the workforce plan and agile working.
- To provide information to inform the planning of service delivery in the coming months.

#### **4.2.4 Public area and community support**

- To ensure a safe and consistent approach to the reopening of public areas, including reception areas, adult education, libraries, museums and cultural sites.

#### **4.2.5 Finance**

- To ensure appropriate financial monitoring and budget planning work is undertaken to support the Council and directorates in delivering recovery plans and re-mobilising services.
- To ensure that decisions taken are reflected in future funding settlements and that funding streams and mechanisms are in place for drawing down funding from Welsh Government or partners in relation to expenditure.
- To work with Partners and Welsh Government on value for Money approaches and project development plans to help support the communities we serve and help the economic recovery.

#### **4.2.6 Business as usual**

- To restart the operation of services to a new business as usual under statutory, regulations and guidance while taking account of new ways of working to ensure our residents are supported and can access services safely, albeit in a different way e.g. Digital first.

#### **4.2.7 Schools and education**

- To Plan and prepare in response to Welsh Government direction and public Health Wales advice on the safe provision of education services, both regarding, blended learning and the reopening of schools and how we will respond to any future peaks in COVID 19.
- To plan for and support students and ensure those families that need additional support or help have access to it, where fully funded on a continual basis.



- To continue developing working relationships with social services to support vulnerable children and pupils at risk of harm and the damage caused by poverty.

#### **4.2.8 Social Services**

- To continue to work with social care providers to support the ongoing challenges to the easing of lockdown and fight against the effects of COVID, while plans are put in place to move the balance away from acute care towards preventative and community services.
- To continue to support the ongoing challenges and work with partner agencies to address issues and give improved opportunities to children, through Children's Youth Service and youth justice.

**4.3** It is important to take time at this stage to:

- (i) Recognise this is not 'recovery' to a previous state for services; but recovery to adapted services where possible and practicable from a digital first perspective.
- (ii) Acknowledge the recovery process will take significant time and be influenced by a number of external issues, guidelines or legislative changes, and will not be linear ('lockdowns' or other regulations may be introduced that impact upon different services in different ways and at different times and at short notice);
- (iii) Identify this as an opportunity unlike any other to fundamentally think about the way in which the Council operates both now and in the future.

**4.4** To be able to manage and monitor Phase 1 the following governance, responsibility structures and reporting schedules have been put in place:

#### **4.5 Governance**

4.4.1 The main areas of work will take place within existing directorates and service areas supported by the wider council such as Health and safety and HR as support and advice is required.

## 4.6 **Responsibility areas**

<b>Workstream</b>	<b>Responsible officer</b>	<b>Group / team</b>
Workforce planning	Each Director / HR&OD Manager	DMT / HR partners
TTP & Covid-19	Director of Place and Deputy Chief Executive	Digital and Operational Cell Workforce Cell
Workplace	Geoff Bacon / Head of Service	DMT
Public area and community support	Director of place	DMT
Finance	Ben Smith	DMT
Business and usual	Directors / Heads of Service	DMT
Social care	Director of Social Services	DMT
Schools and education	Director of Education	Senior Mgt Team

## 5. **Phase 2 - Refocus**

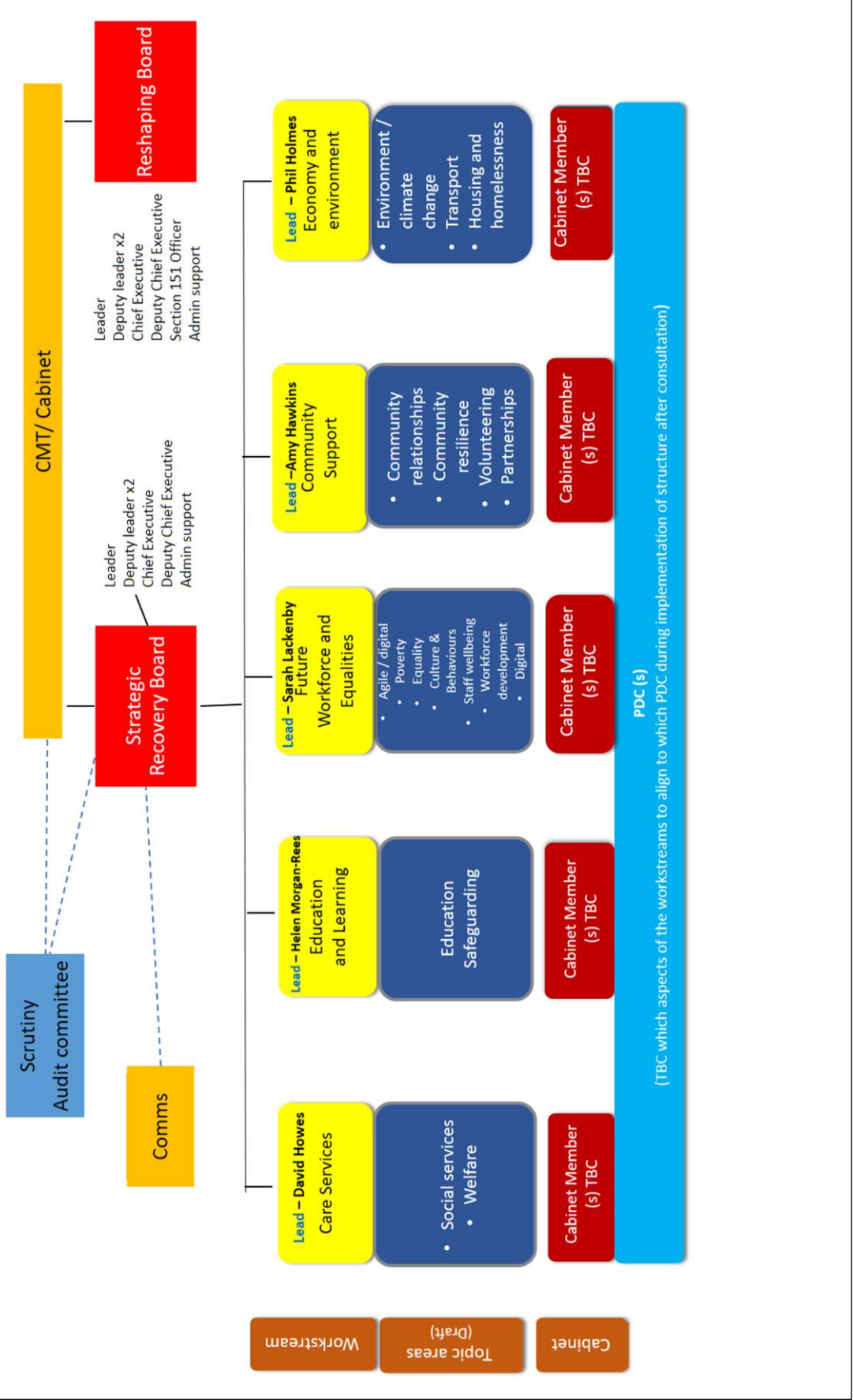
5.0.1 The Refocus phase is an opportunity to fundamentally think about the way in which the Council operates in the future to deliver the corporate priorities up to 2022 and will take account not only of the council but the wider regional partnerships that are, and will, be developed as well as across South Wales (e.g. Great Western Gateway) and all Wales partnerships (e.g. homelessness agenda).

5.0.2 This will be delivered through a more formal process and governance structure and will support the council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis.

### 5.1 **Governance**

Set out below is the draft structure of the workstreams and governance to undertake the Refocus Phase. The relevant PDC will align to the relevant topic areas of the work streams and will be decided as part of the implementation in consultation with the Leader of the Council, cabinet and PDC chairs to ensure the appropriate PDC is aligned to the workstream topic area activity. Once complete this will help inform the future work programme of the PDC's .

# Structure and governance



Development and start implementation of a range of plans and strategies

### **Draft Officer Workstreams** (*Yellow Box and Dark Blue Box*)

The workstreams will be developed further as part of the implementation of the governance and structures and scoped more fully during the initial scoping, but as a starting point the following is being suggested:

#### **Care Services**

- **Stabilisation and Reconstruction:**

Maintain the focus on ensuring critical health and social care services remain resilient and fit for purpose whilst covid remains such a significant public health risk.

- **Remodelling Acute Health and Community Services:**

Continue remodelling (& shifting the balance of funding between) acute health and community health/ social care services.

Key programmes include:

- Hospital to Home
- Keep Me Well At Home

The development of asset and strengths based approaches to working with and in communities particularly with individuals who might otherwise need more formal care and their carers.

- **Transforming Complex Care**

Establish fit for purpose joint funding arrangements to support the provision and commissioning of integrated/ collaborative health/ social care services to support children and adults with complex needs.

This is intended to support:

- safe LAC Reduction
- adults with complex needs to remain or return to living as independently as possible within their families or local communities within the region rather than within more institutionalised health or care settings.
- transition between children and adults health and social care services

- **Transforming Mental Health Services**

Develop support and services which promote emotional, psychological and mental health across the continuum of need for children and adults whilst ensuring capacity and responsiveness to the acutely unwell and those in crisis.

- **Poverty**

Maintain and increase the focus on addressing Poverty. This will need to include Sudden poverty, increased caring responsibilities and the impacts of domestic violence on the poverty agenda.

Continue to ensure our systems and processes are fit for purpose and support those most vulnerable in our community as well as give opportunities through the Employability service and Welfare Rights regarding benefit support.

### **Education and Learning**

- Develop and embed the benefits of a blended learning approach to education
- Develop and embed support for ALN learners within mainstream and in-County provision
- ‘Safeguarding’
- Build on benefits for learners from 21<sup>st</sup> century schools and structural maintenance programmes
- Review of nature, location and flexibility of provision for learners and access to sustainable home to school transport
- Build on attainment levels to improve the quality and skills of the labour force as well as support for other priority objectives such as decarbonisation, BAME, climate change, environmental management

### **Future Workforce and Equalities**

- The response to the Covid crisis has resulted in significant changes to the way staff work and deliver services. It is very possible that some of these changes will remain long-term and may well become permanent.
- As part of the Future workforce plan, we will consider what has changed and how our services will need to adapt to reflect those changes and meet the needs of our residents and businesses.
- Changes to policies to facilitate this, will be the subject of separate report(s) and decision(s) and plans may need to be developed within the following areas
  - Home working and Agile working
  - Digital transformation and digital first approach
  - Workforce and organisational development plans
  - Review all policies to take account of new ways of working
  - Culture & Behaviours
  - Staff wellbeing
  - Hours of work
  - More agile and effective decision making and bringing the learning into the development of our accountability framework

## **Equalities**

- Identification of vulnerable people affected by or impacted on by the crisis
- Monitor and review the provision of welfare to those affected and identify gaps or areas for focus
- To review and identify how the council can support residents in terms of Debt, poverty, financial support etc.
- To develop a joint, holistic response to poverty and population health

## **Community Support**

- Support the engagement of communities in concerted actions that promote shared identity, social cohesion and broader self-understanding.
- Reflect and address community concerns.
- Facilitate, promote and influence joined up solutions within the Council, Third Sector and other statutory and non-statutory partners in Swansea and support the continuation of community relationships established both pre Covid and during the response.
- To work with the Third Sector to continue delivering quality support and services to community members.
- Develop effective coproduction, consultation and communication mechanisms with partners supporting the various partnership groups, including; housing, poverty partnership forum and the Poverty Truth Commission.
- To work with the Third sector and community groups to support, develop and promote volunteers' meaningful contributions to service delivery, sustainability and development of projects and initiatives.
- To work with the Third sector and community groups to understand the ongoing support they can offer to future challenges and emergencies and define and embed in plans the role they play in the future.
- Formally recognise and celebrate the contribution and quality services of Third Sector and community organisations in Swansea.
- To develop plans to connect volunteering opportunities within the Council.
- To consider our future requirements for supporting the Third Sector.
- Work with the community to coproduce the recovery process.

## **Economy and Environment**

- Develop plans transport links and networks – working across the city, region and nationally
- Develop an economic development plan – connecting training and skills, colleges and universities, with business and manufacturing.(Regional Learning and Skills Partnership, Swansea Skills Partnership, Careers Wales)?

- Development of the digital infrastructure
- Increase promotion and provision in active travel
- Lead the development and attraction of big business to stimulate development and workforce
- Aspirational to real development plans to attract inward investment
- Joint strategy and action plan with BID to help offer support to new business and links to development and innovation schemes
- Develop a strategy for encouraging or building new homes
- Develop a Renovation and improvement programme for existing properties, for example the conversion of empty properties or those previously used for commercial purposes (office space and other buildings will no longer be required, as work from home or agile will be the new normal for greater numbers of employees and turn these into additional affordable housing).
- Improving the standards of private rental sector and social rental sector
- Support the homeless in provision of housing and support services
- Review the Council's Climate Change Action Plan
- Continue to review how we can reduce our impact on Climate Change within the services and operations
- How Swansea Council will ensure equality and maximise the support and assistance offered by service changes on residents and the community with protected characteristics.

## **5.2 Support functions**

### **Role of the Policy Development Committees**

- To assist in setting the priorities for the workstream and identify priority areas to be addressed
- Chairs of PDCs to attend regular meetings with Cabinet Members and senior officers to identify priority development areas to deliver the Corporate Plan.
- PDC to develop thinking and advise and support workstreams in progressing plans
- To review and consider any developing strategies

**A consultation and decision making review will take place with the Leader of the Council, Cabinet and PDC chairs to define the allocation of workstreams topic areas to the appropriate PDC.**

### **Communications**

- Develop and implement an over-arching communications strategy to support Recovery, coordinating communications activity.
- To continue and expand on public communications established during response, ensuring a coordinated over-arching strategic approach.

### 5.3 Reshaping and Budget Strategy Board

The financial outlook remains uncertain in the short term, medium term and long term. The ongoing health, wellbeing, social, economic and financial cost of Covid 19 remains unclear with the furlough scheme masking almost certain delayed substantial unemployment rises, business closures and failures and the threat of second spikes or local flare ups adds to the uncertainty path.

This is compounded by the uncertainties of the final form of Brexit still to come at end of calendar year. Council has been shielded for 2020-21 as a result of 'substantial underspending in 2019-20' carried forward into 2020-21 but the position simply cannot be sustained beyond the immediate near term without major review of the MTFP assumptions and savings plans.

It is likely that the provisional settlement will come in December and the final settlement in March. This is similar to the previous year and leaves little time to take responsive action to address the outcomes, however, the legislation requires Councils to determine and set a lawfully balanced budget each year in spite of these unprecedented levels of unknowns.

The wider economy remains under great duress and the outlook for public sector spending and funding in non -priority areas looks bleak, especially when demand, pay and price pressures are factored in.

The Council has to plan for the worst and hope for the best in setting out its budget and MTFP assumptions. Those will broadly be:

- Covid 19 & Brexit bring material uncertainty for the foreseeable future
- Tax (both local and national) will likely rise, council tax locally in line with at least the existing mtfp assumptions
- Government cash grants will likely rise significantly, but especially for national priority areas
- Local government may not prove to be the highest priority of either UK or Welsh Governments
- Real term value of grant support to local government will decline due to demand and price pressures even as cash grants rise
- All existing savings plans will need to be reviewed for deliverability or otherwise
- Significant new savings options will need to be developed for any funding gaps and be ready to be implemented rapidly given the likely lateness of the settlement

The various financial components and their heightened uncertainty will limit the council's overall ability to plan and respond locally but we must not allow them to limit our local ambition, while we hope that the right national decisions are taken, we must equally prepare for the impact, and worst, if they are not.



This work stream will plan and prepare to:

- Review the ongoing additional costs pressures and base budget through challenging directors and cabinet members on budgets, targets and transformation programmes.
- To monitor and assess the Financial Impact of Covid and shape the MTFP as part of recovery
- To map the changes are part of the Phase 2 Refocus plan and build in the projections of savings into the MTFP.
- To develop the longer term plan into Phase 3 – Reshape modelling and plan development.
- Reviewing and overseeing any new Council services operating models and developing the replacement delivery programme, **See Appendix 1 Framework for achieving “Swansea – Achieving Better Together 2022- 26”**.
- The budget position for the Council is reviewed and revised for 2020/21 and beyond with Renewed MTFP

## 6. Phase 3 – Reshape

6.1 This phase will look beyond 2022 and develop a successor to Sustainable Swansea - Fit for the Future Strategy and will be subject to the 2022 elections and priorities of the new council, a new corporate plan and strategy for the council. During the preparation and delivery of phase 2 and during phase 3 the council will:

- Deliver a balanced budget and long term MTFP that is sustainable
- Developing the replacement delivery programme, **See Appendix 1 Framework for achieving “Swansea – Achieving Better Together 2022- 26”**.
- Ensure Strategies and action plans (housing, Schools, economy, social care embedded and change is visible and increasing in pace.
- Reviewed and updated corporate plan
- Undertaken an election and introduce new council and embed the new themes, priorities and objectives of the new council
- Ensure Culture of organisation is aligned to the delivery of the corporate plan
- Ensure the Capital programme and aspirations are re-aligned and embedded in strategy and plan to deliver
- All priority service areas have new models of delivery maturing
- Leadership and Swansea Manager (workforce plan) programme embedded

The plan from 2022 onwards will see the following mature and the plan will continue the foundational work undertaken within the other 2 phases and will lead to the following at the end of Phase 3:

- **Delivering for Swansea**
  - City and community leader / trusted and preferred partner
  - Focus on outcomes for residents

- **One council**
  - removed silos
  - collaborative culture and corporate behaviours embedded
  - Engaged, empowered and motivated workforce
  - Joined up workforce working collaboratively
- **Visible Leadership**
  - Member led officer driven
  - Powerful, positive and consistent messages about the future direction of the council
- **Decide and do culture –**
  - Delivering on promises
  - Injecting pace and purpose
  - Focus on performance and outcomes
- **Agile decision making**
  - Faster agile and evidence based decision making
  - Greater focus on action and impact not discussion and meetings
- **Commercialism and innovation**
  - Increase income from trading, tourism, new businesses,
  -
- **Efficient and productive**
  - Agile workforce
  - Continuous improvement
  - Linked business and financial planning focus on outcomes
  - Every employee knows their role and what they need to achieve
  - Reducing demand on services through self-reliance e.g. Digital first
  - New schemes planned and being delivered

## **6.2 Governance and reporting**

6.2.1 The governance arrangements and reporting will be established as Phases 1 and 2 are being implemented.

## **7. Conclusions**

7.1 This is the first report on the Councils approach and initial priorities for recovery planning. As we move forward, we will work in partnership with local, regional and national organisations to coordinate, implement and adapt our plans to the changing circumstances.

## **8. Equality and Engagement Implications**

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

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

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

8.3 There are many equality and engagement implications associated with this report and the development of work programmes will address these areas through EIA's related directly to all work areas and through awareness and training for those involved as part of the projects. Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made. As such no full EIA is required at this time.

## **9. Financial Implications**

9.1 There are no financial implications associated with this report, however their will need to be specific reports produced and presented to Cabinet or Council depending on the outcomes of each of the work areas.

## **10. Legal Implications**

10.1 There are no legal implications associated with this report.

## **11. Future generations Act Implications**

11.1 The recovery plan complements and links to the seven wellbeing goals

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

As well as throughout the planning and implementation phases consideration and application of the 5 principles will be undertaken.

- Long term
- Prevention
- Integration
- Collaboration

- Involvement

**Background Papers:** None

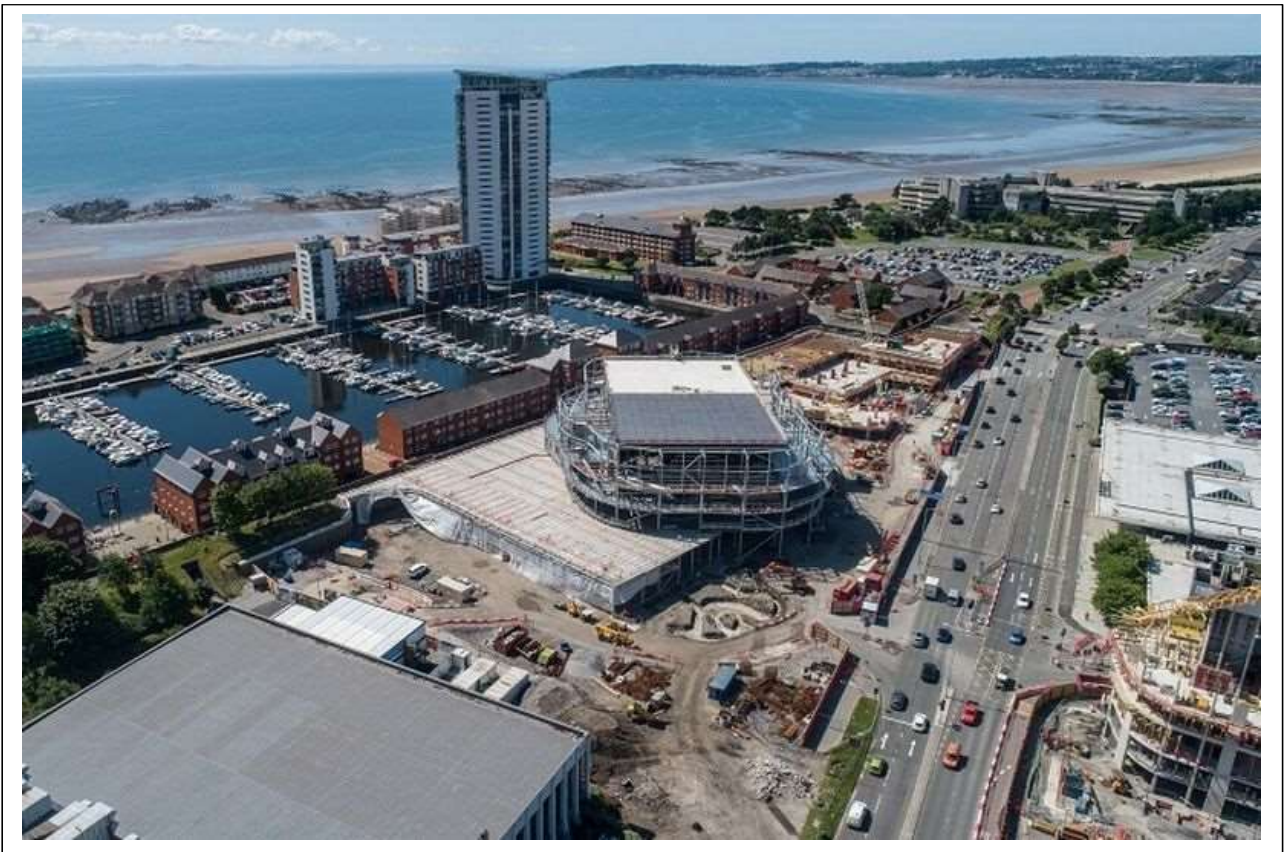
**Appendices:**

Appendix 1 – Swansea: Achieving Better Together - Transformation Strategy & Programme Framework 2022- 26

Appendix 2 – EIA Screening Form

# Swansea : Achieving Better Together

## Transformation Strategy & Programme Framework 2022- 26



# Contents

- 1.0 Purpose of the Strategy
- 2.0 Outcomes
- 3.0 Strategic Context
- 4.0 Budget Position
- 5.0 Delivery and Governance
- 6.0 Critical Success Factors
- 7.0 Priorities

## Appendix

- Appendix A Reshape Swansea Plan

## 1.0 Purpose of this Strategy Framework

As well as identifying the priorities in the short and medium term, this strategy framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040.

The strategic aims of this strategy are:

- The Core purpose of the council
- Transforming services to be effective and efficient
- Greater collaboration with other councils, organisations, community groups and residents with a focus on regionalisation.
- Balancing the budget for current and future years
- Greater and more meaningful engagement with our residents and community.
- To meet the aspirations and targets within the MTFP.

It provides the strategic context, identifying key internal and external drivers impacting the Council over the next five years. The strategy shows the area of focus around key areas.

## 2.0 Outcomes

We want Swansea to have:

- Resilient and thriving communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and adaptable economy which makes the most of Swansea's and South Wales rich assets and provides meaningful opportunities for local people
- Great places to live, work and visit with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- High quality public services that work together and alongside communities to deliver services that meet people's needs including:
  - **Delivering for Swansea**
    - City and community leader / trusted and preferred partner
    - Focus on outcomes for residents
  - **One council**
    - removed silos
    - collaborative culture and corporate behaviours embedded
    - Engaged, empowered and motivated workforce
    - Joined up workforce working collaboratively
  - **Visible Leadership**

- Member led officer driven
- Powerful, positive and consistent messages about the future direction of the council
- **Decide and do culture –**
  - Delivering on promises
  - Injecting pace and purpose
  - Focus on performance and outcomes
- **Agile decision making**
  - Faster agile and evidence based decision making
  - Greater focus on action and impact not discussion and meetings
- **Commercialism and innovation**
  - Increase income from trading, tourism, new businesses
  - Increase interest and partnership working across the world
  -
- **Efficient and productive**
  - Agile workforce
  - Continuous improvement
  - Linked business and financial planning focus on outcomes
  - Every employee knows their role and what they need to achieve
  - Reducing demand on services through self-reliance e.g. Digital first
  - New schemes planned and being delivered

### 3.0 Strategic Context

The council has taken steps to be more effective and efficient in what and how it runs its services and has undertaken a great number of commissioning reviews to help support this since 2013's Development programme Sustainable Swansea: Fit for the Future.

However the strategic context has changed and since the original sustainable Swansea programme commenced a number of legislative and priority focus areas have changed or will come into effect in the near future:

- Wellbeing of future generations act
- Local Elections (Wales) Bill
- Socio-economic duty – Deferred to Sept 2020
- Regionalisation Agenda
- City Deal & City Centre Regeneration (Swansea Central Phase 1)
- Smart City and Digital Strategy
- Responding to the climate emergency through services and public buildings
- Financial context for future years is still very challenging for Local Government
- 10 years of Austerity
- Additional Learning Needs Act



- Global context, e.g. Covid-19 Pandemic, Brexit, economy, technology and cybercrime, local and WG elections, changing demographics, new Local Government Bill,
- Drive towards co-production of services so communities and residents play an active role in the design of future services

### 3.1 **Learning from the previous Sustainable Swansea Programme**

Sustainable Swansea - Fit for the Future was approved by Cabinet on 15 October 2013 as the basis of the Council's MTFP and was subsequently reported to Council on 22 October 2013.

Sustainable Swansea has been successful in achieving the objective of developing a more efficient and effective authority and achieving over £70m of savings through new ways of working and commissioning reviews.

However we can learn from what has been done and what has not been achieved:

- Co-production has not been as successful or been delivered as required
- Some areas of savings did not articulate the wider council impact on services
- Cross cutting savings were not always achievable or were double counted in the early reviews leading to unachievable savings or cost shunting and were too silo focussed on services.
- Too many proposals not worked up in sufficient detail prior to inclusion in the budget
- Budget pressures have been very difficult to predict
- Reviews each year worked well – enabled the programme to learn, develop and mature and change tack in a flexible and agile way

## 4.0 Budget Position

The Council as part of the MTFP requires additional efficiencies to be achieved:

The MTFP sets out our planning assumptions over the medium term. Assuming a 2% increase in government funding (i.e. around half the 20-21 rate) it is anticipated that the authority will need to cover £34m of net pressures by 2024.

Savings plans already produced for 20/21 within the current sustainable Swansea Programme have been developed however these have not been able to be delivered due to the COVID-19 Pandemic. This pandemic could

also lead to additional savings being required as well as a different operating model for the future.

Further savings requirements have been identified for the following 3 years and the new strategy will need to identify and implement changes to meet the £13m target plus and additional targets as a result of Covid and economic pressures. It is also unclear what impact BREXIT will have on the economy. .

Our assumptions of up to 5% in council tax, and the agreed premia on second homes along with the achievement of the identified £13m of savings target means we anticipate fully covering the initial overall £34m gap.

If future grant settlements are higher and there are funds made available to cover loss of income and additional costs associated with delivering the response to the Covid pandemic then we would be in a position to significantly invest in services, reduce savings asks and/or lower future council tax assumptions. Equally the converse is true if grant rises are lower than expected or the amounts available do not cover expenditure on Covid.

## **Finance General**

### **5.1 Delivery**

The current MTFP, will need to be reviewed by all the service areas to ascertain which plans are still credible and which need to be reviewed to ensure the future financial plan is sustainable.

This will need to be reviewed in 2 ways:

Existing savings that have been identified need to be set against the following principles:

- Principle 1** Is the saving achievable and fits with the current priorities
- Principle 2** Any areas where the current saving is not possible, what alternative saving has been identified
- Principle 3** Are there further savings, services that can be reduced or stopped to build additional capacity or re-investment potential.

The second is to ensure any future plans are fully costed with whole life costs and identify any ongoing revenue implications and realistic timescales.

The Delivery priorities will be:

- a) Financial and performance targets for 2021/22 set with credible plan to be produced showing how the savings will be achieved
- b) MTFP targets for the next 3 years plan be produced showing headlines of how savings/efficiencies will be achieved as well as headlines for a further 2 years on direction of travel and major transformation projects
- c) Service Transformation Programme identified, linked to savings targets and prioritisation of services (See Appendix A)
- d) Delivery planning and developed business plans –linked to the areas identified
- e) Implementation plan produced

## **5.0 Governance**

### **5.1 Governance**

The governance will form part of the councils wider recovery plan and will managed through the Reshaping and Budget strategy Board which will report to CMT / Cabinet for monitoring and oversight.

Directors will be invited to specific meetings along with cabinet members to update on progress, highlight developments and test future work plans.

A transformation board will meet monthly to identify any cross cutting issues and monitor progress to report on a dashboard basis to Reshaping board.

The reshaping and Budget Strategy Board will consist of: Leader, Deputy Leader, Chief Exec, Deputy Chief Exec and Chief Finance Officer, Admin Support and a programme change manager will need to be appointed to oversee and manage the process)

The full governance structure can be found in Appendix B

### **5.3 Reporting**

Monthly CMT update report  
 Monthly Reshaping and Budget Strategy Board to deep dive and review progress and challenge service areas  
 Monthly Transformation Board  
 Bi-monthly review by Cabinet / CMT at away day  
 Leadership team quarterly review

## **6.0 Critical Success Factors for the new Programme**

As an overall plan there are a number of measures and factors which will show how successful the plans are:

- That the plan is credible and realistic in terms of delivering the savings on time.
- Improve engagement including co-production
- Innovation to radically re-think how services are delivered and what services are delivered and by who
- Sufficient digital resources to meet demand
- Sufficient capacity in services to make changes whilst maintaining business as usual – this may need backfill arrangements
- Realistic pace and scale, as long as the programme meets the budget and is realistic
- Partnership alignment – values, strategies, objectives, otherwise risk of competing priorities
- Improved regional working delivering tangible results.

## 7.0 Priorities

Through consultation with Cabinet, CMT and Leadership Team the following priorities have been identified:

- **Priority 1** – Digital
- **Priority 2** – Regionalisation
- **Priority 3** - Workforce skills for the future
- **Priority 4** – Commercialism and General Power of Competence
- **Priority 5** – Transforming Council Services
- **Priority 6** – Capital Delivery
- **Priority 7** – Modern Council
- **Priority 8** – Budget Strategy
- **Programme Management and administration**

These priorities will be used as the framework and have been allocated to Directors to deliver on each priority. These will be linked to the current / future savings targets as identified in the MTFP along with developing further plans for continual improvement and a more efficient and effective council.

## 8.0 Resources

On reviewing the existing resources available, the project managers and transformation team have been reduced as the previous sustainable

Swansea programme achieve each of the desired outcomes and as part of the reduction of the council.

However this has left a deficit in the resources to deliver a future programme.

The delivery of the new Regenerating Swansea Programme will need to be through each service identifying resources and managing the day to day delivery within existing resources.

There will however be a need for an overarching Delivery Programme Manager who will be required to monitor and implement the programme and keep it on track.

The co-ordination of the programme will require 1 full time officer with project management experience. This role will liaise with directors and HoS, to establish a reporting protocol and monitor actions and updates on the tracker and offer guidance on the programme.

This post will also report through the Governance structure on current position and highlight and areas where the programme is not being achieved to the Board and Cabinet / CMT meetings.

The post will be a Grade 10. Strategic Change Manager £37,849 – £41,675 plus on-costs. This will be reviewed as part of the development of the transformation programme and subject to a separate report.

## Sustainable Swansea - Draft Strands and Projects 2020-25

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
<b>Digital</b>	<ul style="list-style-type: none"> <li>▪ Digital First service delivery to customers</li> <li>▪ Smart City including 5G</li> <li>▪ CCTV &amp; WiFi infrastructure in the City Centre</li> <li>▪ Schools digital infrastructure</li> <li>▪ Digital technology to support services and partners (apps and infrastructure)</li> <li>▪ Cloud First approach to improve disaster recovery and business continuity</li> </ul>		Sarah Lackenby	TBC
<b>Regionalisation Agenda</b>	<ul style="list-style-type: none"> <li>▪ New Joint Committees</li> <li>▪ City Deal</li> <li>▪ Revised RPB</li> <li>▪ Regional working around Education</li> <li>▪ West Glamorgan Integrated Health &amp; Social Care Transformation Programme / Healthy Wales Strategic Objectives</li> <li>▪ Planning</li> <li>▪ Transportation</li> <li>▪ Land Use</li> </ul>		Phil Roberts	TBC
<b>Workforce Skills for the Future</b>	<ul style="list-style-type: none"> <li>▪ Workforce planning – skills for the future</li> <li>▪ Employment Policy Review</li> <li>▪ Agile and flexible working linked to the Accommodation Strategy and post covid new ways of working</li> <li>▪ Management of Attendance to focus on</li> </ul>		Adam Hill	TBC

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
	reducing long-term sickness <ul style="list-style-type: none"> <li>▪ Staff Well-Being in light of covid</li> <li>▪ Workforce Training &amp; Development</li> </ul>			
<b>Commercialism and General Power of Competence</b>	<ul style="list-style-type: none"> <li>▪ Review commercial strategy in light of covid and original planning assumptions. Develop strategy based on priority matrix and general power of competence</li> <li>▪ Third party spend review</li> <li>▪ Ethical employment an local supply chain management</li> <li>▪ Income fees and charges in light of covid</li> <li>▪ Integrated commissioning of People oriented services</li> </ul>		Martin Nichols	TBC
<b>Transforming Council Services</b>	<ul style="list-style-type: none"> <li>▪ Implementing the optimum model for adult services</li> <li>▪ Child and family services improvement programme / Safe Looked After Children (LAC) reduction strategy</li> <li>▪ Implementation of integrated early help, early years and family support arrangements</li> <li>▪ Cross cutting commissioning reviews in Social Services (employability etc.)</li> </ul>		Dave Howes	TBC
	<ul style="list-style-type: none"> <li>▪ Future Additional Learning Needs (ALN) provisions</li> </ul>		Nick Williams	TBC
	<ul style="list-style-type: none"> <li>▪ Future sustainable transport provision through Integrated</li> </ul>		Martin Nichols	TBC

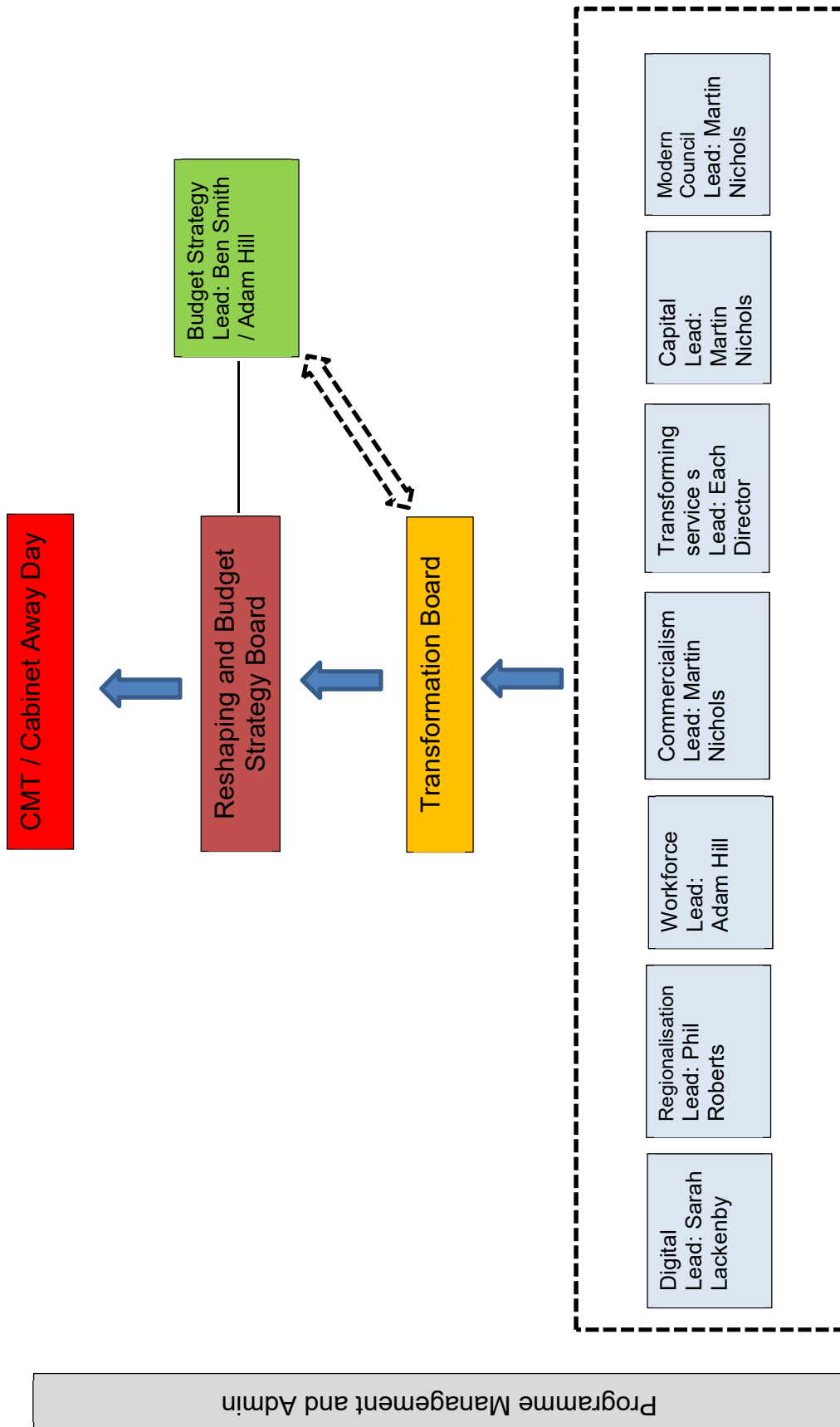
<b>Strand</b>	<b>Projects</b>	<b>Timescale</b>	<b>CMT Lead</b>	<b>Cabinet Lead</b>
	Transport Unit, local and regional solutions			
	<ul style="list-style-type: none"> <li>▪ Long term sustainable waste management strategy</li> </ul>		Martin Nichols	TBC
	<ul style="list-style-type: none"> <li>▪ Community development strategy and operating model – maintaining and developing the local networks which emerged during Covid</li> </ul>		Martin Nichols	TBC
	<ul style="list-style-type: none"> <li>▪ Cost avoidance</li> </ul>		Adam Hill	TBC
	<ul style="list-style-type: none"> <li>▪ Community Engagement &amp; Co-Production of the new forward transformation programme and individually within each commissioning review strand (where appropriate and applicable)</li> </ul>		Adam Hill	TBC
<b>Capital Delivery</b>	<ul style="list-style-type: none"> <li>▪ City Centre Regeneration</li> <li>▪ Band B schools programme</li> <li>▪ Welsh Housing Quality Standard (WHQS) and more homes</li> <li>▪ New Civic Centre delivery</li> <li>▪ Wider capital programme review</li> <li>▪ Health, social care and housing / accommodation strategy</li> </ul>		Martin Nichols	TBC
<b>Modern Council</b>	<ul style="list-style-type: none"> <li>▪ Climate emergency</li> </ul>		Martin Nichols	TBC
<b>Budget Strategy</b>	<ul style="list-style-type: none"> <li>▪ MTFP and longer term planning</li> </ul>		Adam Hill & Ben Smith	TBC
<b>Programme Management</b>	<ul style="list-style-type: none"> <li>▪ New commissioning review programme</li> </ul>		Adam Hill	TBC
	<ul style="list-style-type: none"> <li>▪ Programme Plan</li> </ul>			



Strand	Projects	Timescale	CMT Lead	Cabinet Lead
and administration	<ul style="list-style-type: none"> <li>▪ Monitoring of delivery and whether outcomes / benefits have been achieved</li> </ul>			
	<ul style="list-style-type: none"> <li>▪ Reporting to: CMT, Cabinet, PDCs, Scrutiny, external audit</li> </ul>			

## 9.0 Consultation

A consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations has taken place and information and views obtained from all stakeholders which will include, partners, staff and public.



## Equality Impact Assessment Screening Form Appendix 2

**Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).**

### Section 1

Which service area and directorate are you from?

Service Area: Resources

Directorate: Resources

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**(b) Please name and describe here:**

### Managing the Present and Shaping the Future / Swansea Council – From Recovery to Transformation

The report provides an overview of the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to transformation and the framework to replace Sustainable Swansea Strategy with **Swansea – Achieving Better Together**. The aim is to ensure the council recovers from the Covid-19 Crisis and is able to provide the appropriate services to the community and stakeholders.

To establish a Framework to plan for the future and support the transformation of the council to ensure sustainability and to meet the needs of the community both now and in the future

### Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

### (b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

### Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Asylum seekers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	→ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?**

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

Throughout the phases a consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations have taken place and information and views obtained from all stakeholders.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input checked="" type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
--	---	--

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL’S REPUTATION?**  
*(Consider the following impacts – legal, financial, political, media, public perception etc...)*

High risk <input checked="" type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
--	---	--

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

Yes       No      **If yes, please provide details below**  
Each service will be impacted in some way, the report outlines our overall strategy and approach

**Q7 HOW DID YOU SCORE?**  
*Please tick the relevant box*

**MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed**  
**Please go to Section 2**

**MOSTLY L** → **LOW PRIORITY / NOT RELEVANT** →  **Do not complete EIA**  
**Please go to Q8 followed by Section 2**

**Q8** If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.

Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made. There are many equality and engagement implications associated with this report and the development of work programmes will address these areas through EIA's related directly to all work areas and through awareness and training for those involved as part of the projects. As such a full EIA is not needed at this stage.

**Section 2**

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email – no electronic signatures or paper copies are needed.

<b>Screening completed by:</b>
Name: Rhian Millar
Job title: Access to Services Manager
Date: 22/09/2020
<b>Approval by Head of Service:</b>
Name: Adam Hill
Position: Deputy Chief Executive
Date: 22/09/2020

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 8



## Report of the Chair

### Scrutiny Programme Committee – 17 November 2020

### Scrutiny Work Programme 2020/22

<b>Purpose</b>	This report explains the background and purpose of the scrutiny work programme. The report invites the Committee to consider the scrutiny work programme for the year ahead taking into account feedback from the recent Scrutiny Work Planning Conference.
<b>Content</b>	A proposed work programme is attached, which shows the topics that would be examined by scrutiny through various Panels and Working Groups. A plan for future Committee meetings is also proposed.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• agree the Scrutiny Work Programme for 2020/22 (<i>appendix 3</i>), including Inquiry topic, Performance Panel and Working Group topic priorities</li><li>• agree the proposed Committee work plan (<i>appendix 4</i>)</li><li>• plan for the Committee meetings ahead</li><li>• consider the information on future cabinet business and any opportunities for pre-decision scrutiny (<i>appendix 5</i>)</li></ul>
<b>Lead Councillor</b>	Councillor Peter Black, Chair of the Scrutiny Programme Committee
<b>Lead Officer</b>	Tracey Meredith, Chief Legal Officer
<b>Report Author</b>	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	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 The broad aim of the scrutiny function is to engage non-executive councillors in activities to:

- provide an effective challenge to the executive
- help improve services, policies, and performance

- engage the public in its work

1.3 At the same time the Committee must ensure that the work of scrutiny is:

- manageable, realistic and achievable given resources available to support activities
- relevant to council priorities and focused on significant areas
- adding value and having maximum impact
- coordinated and avoids duplication

## 2. Methods of Working

2.1 The work of scrutiny is undertaken primarily in three ways – through the Committee itself and by establishing informal Panels (for in-depth activities) or one-off Working Groups:

- **Formal Committee meetings** – as well as developing and managing the overall work programme and keeping an oversight on all scrutiny activities, the Committee will provide challenge on a broad range of policy and service issues over the course of the year. Matters considered at Committee meetings will typically be ‘one-off’ opportunities for questions, which will result in the Committee communicating findings, views and recommendations for improvement through chairs letters to Cabinet Members, and where appropriate by producing reports.
- **Informal Panels** – Scrutiny Panels are established, with conveners and members appointed by the Committee, to carry out in-depth inquiries or undertake in-depth monitoring of particular services. The use of Panels helps to ensure that scrutiny can be flexible and responsive to issues of concern:
  - 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 will 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.

A pre-inquiry meeting is arranged at the start of any proposed inquiry. Councillors will receive a detailed presentation of the subject matter, with advice from relevant Cabinet Members / officers, and existing research and information available. This will enable the Panel to determine whether an in-depth inquiry is necessary and inform decisions about its focus. If so, the Panel will develop and report appropriate terms of reference (including the key question / line of inquiry, and timescales) to the Committee

for agreement. Alternatively, the Panel may agree that no further work is needed, but can submit opinion and proposals to Cabinet Member(s) as required.

Inquiry Panels will reconvene to follow up on implementation of agreed recommendations and cabinet action plans, and the impact of their work – usually 6-12 months following cabinet decision, with a further follow up arranged if required.

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, holding them to account for service performance. Performance Panel conveners are required to provide the Committee with regular progress reports on the work and impact of their Panels.

- **Informal Working Groups** – Although the majority of scrutiny work is carried out through the Committee and Panels, the Committee can also establish informal Working Groups of councillors. This supports flexible working where a matter should be examined outside of the Committee but does not necessitate the establishment of a Panel. This method of working is intended to be light-touch – effectively a one-off meeting to consider a specific report or information, resulting in a letter to relevant Cabinet Member(s) with views and recommendations, or report to Cabinet as deemed necessary.

2.2 These arrangements help to achieve more focused scrutiny activity and provide flexibility to deal with things in different ways, depending on the issue, and improve impact.

2.3 Non-executive councillors who are not members of the Committee have the opportunity to participate in Panels and other informal task and finish groups. New topics, once agreed, are advertised to all non-executive councillors and expressions of interest sought. The membership of Panels and Working Groups is then determined by the Committee. More than one political group should be represented on each Panel / Working Group. These bodies also need to be of a manageable size in terms of team working and effective questioning. A minimum of 3 members should be present at all meetings.

2.4 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, letters relating to all such scrutiny activities will be 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>



### **3. Work Planning Conference**

3.1 A remote Scrutiny Work Planning Conference took place on 13 October 2020 and was attended by 31 scrutiny councillors, 1 co-opted member, and the Chair of the Audit Committee, who was also invited to participate. The conference papers are attached (**Appendix 1**).

3.2 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 current thinking, and achieving a balance of scrutiny across all Cabinet portfolios.

3.3 A range of perspectives were considered, including:

- Review of last year's work plan
- Corporate priorities & strategic challenges
- Suggestions from councillors and public

3.4 Those present shared views about the work programme and their priorities for the year ahead. A summary of the topics suggested at the conference is attached as **Appendix 2**. Consideration has been given as to how these can be incorporated into the work programme.

3.5 The Committee now needs to discuss and agree the work programme. This should be guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of time and resources.

3.6 The Committee should recognise 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 should also consider whether there would be good coverage of scrutiny activity across all cabinet portfolios.

### **4. Proposed Scrutiny Work Programme 2020/22**

#### **4.1 Overall Programme**

4.1.1 Taking into account work already committed and feedback from the conference, overall scrutiny work programme proposals are set out in **Appendix 3** for consideration. This also shows topic suggestions that would be more appropriate for referral to Performance Panels or could be looked at by the Committee. This is effectively a plan for the next 18 months, rather than the next year, given the delayed start to the current municipal year.

4.1.2 Prioritisation of scrutiny activities is vital in view of limited scrutiny time and resources. Aligning the amount of scrutiny with available resources helps to sharpen the focus on the quality of scrutiny and impact. The Committee should recognise that a limited number of Panels and

Working Groups can be supported in any given year, keeping a degree of flexibility to adapt to issues that may emerge during the year.

4.1.3. The following paragraphs break down the proposed work programme by specific ways of working.

#### 4.2 Scrutiny Programme Committee:

4.2.1 The proposed Committee work plan for the year ahead is attached as **Appendix 4**.

4.2.2 Following the decision of the Committee in September, the Committee work plan moves 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. The work plan retains a Q & A session with the Leader of the Council, with other Cabinet Members to be called on an 'as and when required' basis. The work plan also now incorporates scrutiny of the Public Services Board. The Committee will also be able to follow up on any recommendations which may have been made to cabinet members by Scrutiny Working Groups.

4.2.3 The Committee work plan will remain under constant review to ensure it is robust and effective. An updated work plan timetable will assist forward planning and help the Committee to manage workload and review progress made. Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend and confirm expectations so that meetings are always well planned and prepared for, e.g. information required and key questions that the committee wishes to ask. The Committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny or call-in which may require extra meetings.

4.2.4 Pre-decision scrutiny – this is carried out by the Committee unless delegated elsewhere. The Committee is invited to consider the available information on future cabinet business and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications (see Cabinet Forward Plan attached as **Appendix 5**). 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.

4.3 Proposed Panel and Working Groups - taking into account feedback from the Work Planning Conference and relevant considerations (e.g. what makes a good work programme and good topic for scrutiny, resources to support activities) the following Panels and Working Groups are proposed.

#### 4.4 Inquiry Panels:

4.4.1 The Committee is asked to agree the continuation of the following in-depth task and finish Inquiry Panel:

##### **1. Procurement**

This Panel was placed on hold during the last year due to resources, but can now be re-convened. The Panel was able to hold an initial planning / scoping session and drew up terms of the reference with the following key question:

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

Given the passage of time and impact of the pandemic, the Panel will need to review the terms of reference / key question and update as necessary.

4.4.2 A second possible inquiry topic has been identified that could explore **Anti-Social Behaviour**. This inquiry would follow completion of inquiry into Procurement but until then the topic will remain under review and subject to change depending on emerging issues / changing priorities.

4.4.3 The following previous inquiries will need to be followed up during the course of the year, to monitor implementation of agreed recommendations and assess the impact of this work. The Panel will be reconvened to carry out the follow up:

- **Equalities**

#### 4.5 Performance Panels:

4.5.1 Public Services Board scrutiny will now be carried out by the Committee, instead of a Performance Panel. It is proposed that the other previously established Performance Panels continue but with a change in frequency as shown below.

Performance Panels will enable regular and structured monitoring of performance within these key areas:

<b>1. Service Improvement &amp; Finance</b> (monthly)	<b>4. Child &amp; Family Services</b> (every six weeks)
<b>2. Education</b> (monthly)	<b>5. Development &amp; Regeneration</b> (every two months)
<b>3. Adult Services</b> (every six weeks)	<b>6. Natural Environment</b> (every two months)

4.5.3 Existing Performance Panels have been asked to confirm their convener for the municipal year and will be reported to the Committee.

#### 4.6 Working Groups:

4.6.1 The following Working Groups are proposed for the year ahead:

<b>1. Workforce</b> <b>2. Digital Inclusion</b>	<b>3. Bus Services</b> <b>4. Healthy City</b>
--	--

Reserve List:

- Road Safety
- Active Travel
- Accessibility for the Disabled / Elderly

4.6.2 Working Groups are limited to a single meeting (or two if there are exceptional reasons) in order to have a 'quick' look at an issue. It will typically involve getting information from and having discussion with the relevant Cabinet Member and Director / Head of Service, and where necessary input from others. At the conclusion of the Working Group it will either write to the Cabinet Member with its views and recommendations, or prepare a report for Cabinet decision. Additionally any Working Group could give rise to an inquiry need. If, as a result of discussion and consideration of the issues, the Working Group feel that an in-depth inquiry is necessary it can recommend this to the Committee, with rationale, for consideration. The Committee will need to respond accordingly as and when that happens.

4.6.3 Working Groups will be convened one at a time unless resources allow for more than one topic to be supported. The Committee may wish to indicate a priority order for topics identified. Alternatively, the level of interest received from scrutiny councillors, when advertising this work, could determine priority.

#### 4.7 Regional Scrutiny:

4.7.1 **Education through Regional Working** - Swansea scrutiny is also involved in an informal regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A Scrutiny Councillors Group exists to provide challenge to ERW, coordinate scrutiny work across the region and ensure a consistent approach. The Swansea Scrutiny Team is providing support for this Group as the Council's contribution to ERW. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Education Performance Panel. The next meeting is taking place remotely on 26 November 2020.

4.7.2 **City Deal** – Swansea scrutiny is also involved in the Swansea Bay City Region Joint Scrutiny Committee established during 2018/19. This formal arrangement involves three councillor representatives from each of the four Councils involved in the City Deal, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal

programme. As per the Joint Committee Agreement, the Committee is serviced by Neath Port Talbot Council.

## **5. Public Requests for Scrutiny / Councillor Calls for Action**

- 5.1 In accordance with the Local Government (Wales) Measure 2011 the Scrutiny Programme Committee has agreed arrangements to deal with requests for scrutiny from individual councillors (who are not members of the committee) and/or members of the public.
- 5.2 Councillors who are not on the Scrutiny Programme Committee who have suggestions for scrutiny during the course of the year should make these known to the chair of the Scrutiny Programme Committee (or Scrutiny Team) for consideration. However a more formal route exists for a Councillor Call for Action (CCfA). CCfAs 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 Members of the public are able to make requests for scrutiny by contacting the Chair or Scrutiny Team in writing detailing the issue of concern, its impact, and suggested action.
- 5.4 In accordance with the agreed protocol for both councillor calls for action and public requests for scrutiny the chair of the Scrutiny Programme Committee will consider any requests received and bring about proposals to deal with these to the committee for consideration.

## **6. Support**

- 6.1 The work of the Committee, Panels and Working Groups will have the dedicated support of a member of the Council's Scrutiny Team. This lead scrutiny officer will assist with work planning and project-manage scrutiny activities and help to ensure that things runs smoothly, for example by:
  - directly supporting meetings
  - contacting and arranging witness sessions
  - carrying out research and arranging evidence gathering
  - liaison with departments, partners and the public
  - carrying out and assisting with any consultation and public engagement exercises
  - helping to keep the work to time
  - capturing and reflecting back the ideas, evidence gathered and any key issues that have been highlighted
  - assisting in the drafting of scrutiny letters and reports
  - promoting work using social media and other methods of communication

- 6.2 The Corporate Management Team and Service Departments are also an essential source of advice and support. Engagement with departments will be important in providing context for areas of work, knowledge about policies and service delivery, and technical expertise.
- 6.3 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. As such, the Committee will recognise that resource constraints may have an impact on the level of scrutiny activity and delivery of the work programme. Whilst the global health crisis continues, being proportionate and flexible will be important as we work through the programme.

## **7. Monitoring the Work Programme**

- 7.1 A report will be provided to each Committee meeting so that the Committee can maintain an overview of agreed scrutiny activities, monitor progress, and coordinate work as necessary.
- 7.2 In particular the Committee will monitor progress of work undertaken by the informal Panels and Working Groups and findings to ensure that this work is effective and has the required visibility. Performance Panel conveners will be asked to provide on a regular basis updates to enable discussion on key activities and impact.
- 7.3 To ensure awareness and avoidance of any issue of duplication it is beneficial for the Committee to receive information about the work plans of the Council's Policy Development Committees. **Appendix 6** shows available information about these work plans. The Committee will be updated as work plans are confirmed. Any issues regarding possible overlap / duplication will be discussed between the chair of the Scrutiny Programme Committee and relevant Policy Development Committee chair. For the same reason the work plan of the Audit Committee is attached for information as **Appendix 7**.
- 7.4 The work programme will be kept under constant review by the Committee, with changes made as necessary. The Committee will always retain the flexibility to adapt and re-prioritise the work of scrutiny, to ensure the continued relevance of the programme.

## **8. Next Steps**

- 8.1 Subject to the Committee's agreement of a work programme expressions of interest will be sought from scrutiny councillors to participate in new activities. The Committee will then agree membership and appointment of conveners as necessary. Based on the work programme proposals contained within this report, this will mean agreeing membership for:

- 1 Inquiry Panel
  - Procurement (membership was already confirmed during 2019/20 but can be refreshed in case others wish to join the 10 members)
- 4 Working Groups
  - Workforce (this could build upon the Working Group on Employee Health & Wellbeing that was advertised in 2019/20)
  - Digital Inclusion (a Working Group was originally held in March 2017 therefore a convener and members have already been appointed but further interest will be invited)
  - Bus Services
  - Healthy City

8.2 The next scheduled Committee meeting is on Tuesday 15 December. The meeting will focus on scrutiny of the Public Services Board and will enable the Committee to discuss the Public Services Board Annual Report and associated issues. The chair of the Public Services Board, relevant Cabinet lead and lead officer(s) will be invited to report to the Committee. The Committee will need to think about identifying key themes that they wish to focus on and developing questions for this session.

8.3 Following a request made to the Chair, the Committee will also undertake pre-decision scrutiny on a report bound for cabinet on 17 December concerning the Proposed Lease to Mumbles Community Council under the Community Asset Transfer Policy (shown in the Cabinet Forward Plan – appendix 5). It relates to the proposed development of a new Skatepark by the Community Council.

## **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: Scrutiny Work Planning Conference Papers

Appendix 2: Scrutiny Work Planning Conference Feedback

Appendix 3: Draft Scrutiny Work Programme 2020/22

Appendix 4: Scrutiny Programme Committee - Work Plan 2020/21

Appendix 5: Cabinet Forward Plan

Appendix 6: Policy Development Committee Work Plans 2020/21

Appendix 7: Audit Committee Work Plan 2020/21

# Scrutiny Work Planning Conference

13 October 2020, Remotely via Microsoft Teams

## Agenda

4.00pm	<b>Welcome &amp; Introduction</b> <ul style="list-style-type: none"> <li>Purpose of Conference</li> </ul>	Councillor Peter Black, Chair of SPC
4.05	<b>Work Planning</b> <ul style="list-style-type: none"> <li>Overview of Work Planning Process</li> <li>Good Practice Guidance</li> <li>Perspectives</li> <li>Challenges</li> </ul>	Brij Madahar, Scrutiny Team Leader
4.15	<b>Work Programme for 2020/21 and beyond</b> <ul style="list-style-type: none"> <li>Reflection on Last Year's Work Programme and Priorities</li> <li>'Business as Usual' Items</li> <li>Proposals / Suggestions</li> <li>Framework &amp; Emerging Picture</li> </ul>	Brij Madahar
4.30	<b>Small Group Discussions</b> <ul style="list-style-type: none"> <li>What should be in the Scrutiny Work Programme, and why? <ul style="list-style-type: none"> <li>➤ What is the big 'inquiry' issue?</li> <li>➤ Performance issues for questioning &amp; to monitor service improvement?</li> <li>➤ One-off 'working group' topics?</li> </ul> </li> </ul>	All
5.15	<b>Group Feedback and Conclusions</b>	Councillor Peter Black
5.45	<b>Close</b>	Councillor Peter Black

### Attachments:

1. Presentation Slides
2. Work Programme Headlines 2019-20
3. Work Planning Guidance
4. Topic Suggestions
5. Outline Work Programme for 2020-21
6. Cabinet Portfolios
7. Group Discussion Work Sheet
8. Break-Out Groups



# The Annual Scrutiny Work Planning Conference

13 October 2020

**Swansea Scrutiny**  
question...investigate...improve



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## Purpose of Conference

To help shape the Scrutiny Work  
Programme

- Outline the scrutiny work planning process
- Guidance on what makes a good plan
- Review the 'current' work programme
- Consider different perspectives and suggestions, and gather your views

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## What Makes A Good Plan?



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## Work Planning

- Perspectives to Consider:
  - Corporate Management Team
  - Cabinet
  - Public

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## Pitfalls to Avoid

- Lack of Prioritisation (including merging topics to avoid having to prioritise)
- Repetition - issue has already been subject of recent scrutiny
- Duplication - other internal / external reviews
- Lack of Purpose - problem and aim / objective and benefits of scrutiny unclear
- Timing - is it right moment for scrutiny?
- Parochial / Ward Issues

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## Your Challenges

- COVID-19
- Resources
- Managing expectations
- Balancing strategic and community concerns
- Focus on quality not quantity
- Meeting management - 1 or 2 main items
- Regional working
- Making impact

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# Work Programme for 2020/21 and beyond

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## Current Work Programme

- Scrutiny Programme Committee
  - 1 Inquiry Panel
  - 7 Performance Panels
  - 4 Working Groups
- Regional / Joint Scrutiny
  - Education through Regional Working
  - Swansea Bay City Region City Deal Joint Scrutiny Committee

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## 'Business As Usual' Items

- Performance Panels (ongoing monitoring)
- Following Up Recommendations (Inquiry etc.)
- Audit / Inspection Reports
- Pre-decision Scrutiny
- Call-in
- Public Services Board \*Statutory Item
- Crime and Disorder \*Statutory Item
- Regional Scrutiny

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## New Work Programme

- Scrutiny Programme Committee Proposals:
  - Moving away from routine Committee Cabinet Member Q & A sessions, to a more targeted approach, creating space to focus on issues of concern, and any gaps in the programme
  - Greater emphasis on Performance Panels holding relevant Cabinet Members to account, with clear opportunities for questioning
  - Carrying out scrutiny of the Public Services Board via Committee Meetings instead of via standalone Performance Panel.
  - Increasing frequency of Natural Environment Performance Panel from quarterly to every two months
  - Changing frequency of Adult Services (monthly) and Child & Family Services (every two months) Performance Panels to every six weeks.
  - Work Planning for the next 18 months

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# New Work Programme

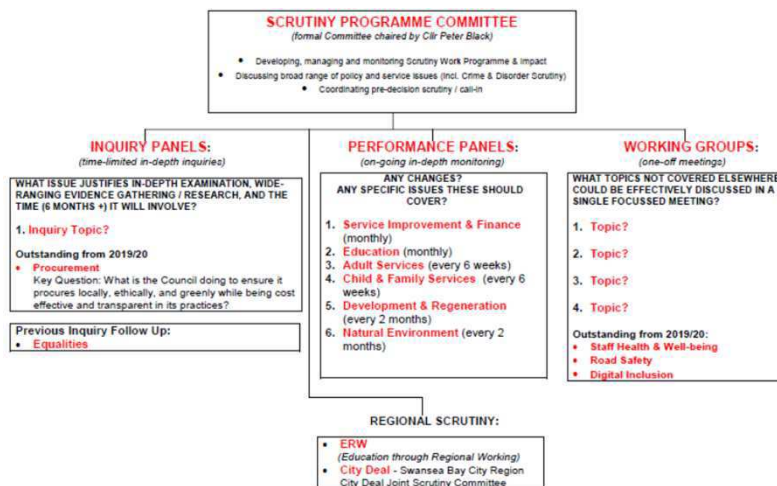
- Topic Suggestions:
  - Corporate Management Team
  - Councillors
  - Public

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## Your Draft Work Programme

What would you include or change? What are the gaps?



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# Group Discussion

## What should be on the scrutiny radar?

- Inquiry Topic: what is the big issue which is going to need time (up to 6 months) to examine, calling for wide ranging evidence gathering, leading to a comprehensive report to Cabinet with conclusions and recommendations?
- Performance Panels: Are these focussed on the right areas? Is there any specific issue these Panels should cover this year?
- Working Group Topics: issues for 'light-touch' / one-off scrutiny?
- Anything else of importance and concern missing?

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## 2

### **Scrutiny Work Programme Headlines: 2019-20**

Over the course of the last Council year, 17 Scrutiny Programme Committee (SPC) and 54 Scrutiny Panel / Working Group meetings were held (lead councillors shown in brackets). This included the following scrutiny activities.

NB – A combination of resources and COVID-19 affected the delivery of the work programme, and work of scrutiny, over the past year.

#### **Inquiry Reports (in-depth scrutiny reviews):**

- Completed inquiries:

<b>Inquiry</b>	<b>Status</b>
<b>Equalities</b> (Cllr Louise Gibbard) Key Question: How effectively is the Council meeting and embedding the requirements under the Equality Act 2010 (Public Sector Duty for Wales)?	<ul style="list-style-type: none"> <li>Final report presented to Cabinet on 19 Sep 2019.</li> <li>Cabinet response agreed 21 Nov 2019 – 100% of recommendations accepted.</li> <li>Follow up meeting to be arranged.</li> </ul>

- Current inquiries:

<b>Inquiry</b>	<b>Status</b>
<b>Procurement</b> (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?	<ul style="list-style-type: none"> <li>Pre-inquiry planning meeting held 24 Oct 2019 to agree focus of inquiry.</li> <li>Evidence gathering to be agreed.</li> <li>Work placed on hold due to resources.</li> </ul>

- Previous inquiries followed up – to monitor implementation of recommendations and assess impact:

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

#### **Performance Monitoring:**

Seven Performance Panels met over the last year to provide in-depth monitoring and challenge for these areas (frequency of meetings in brackets):

- Service Improvement & Finance** (Cllr Chris Holley) - monthly
- Schools** (Cllr Lyndon Jones) - monthly
- Adult Services** (Cllr Peter Black) - monthly
- Child & Family Services** (Cllr Paxton Hood-Williams) – every two months
- Development & Regeneration** (Cllr Jeff Jones) – every two months
- Public Services Board** (*multi-agency Panel*) (Cllr Mary Jones) – twice yearly



## **Working Groups:**

One-off meetings were arranged to enable questions and discussion on the following topics:

- **Brexit** (Cllr Peter Jones)

Placed on hold due to resources:

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

The following Working Group reported to Cabinet in July 2019:

- **Tourism** (Cllr Peter Jones) - a decision was made by Cabinet on 21 November. Of the 12 recommendations: 8 were agreed, 1 agreed in part, and 3 were not agreed. This was followed up by the Committee in March 2020.

## **Cabinet Member Questioning Sessions:**

Cabinet Members attended Committee Q & A Sessions throughout the year, enabling the SPC to explore their work, looking at priorities, actions, achievements and impact.

## **Pre-decision Scrutiny:**

Pre-decision Scrutiny - taking into account strategic impact, public interest, and financial implications, 5 cabinet reports were subject to pre-decision scrutiny (carried out by the Committee or relevant Performance Panels), with views reported to Cabinet before decisions were taken:

- **Enterprise Resource Planning (ERP) System**
- **Housing Commissioning Review Option Appraisal Report**
- **Foreshore Sites - Public Consultation and Procurement Responses Summary and Next Steps.**
- **Annual Budget**
- **COVID-19 Emergency Surge Hospital**

**Call-In:** None

## **Crime & Disorder Scrutiny:**

- The Scrutiny Programme Committee has been designated as the Council's Crime & Disorder Committee under the Police & Justice Act 2006. A meeting with Police and Council leads about the Safer Swansea Partnership, including to discuss progress, with questioning on partnership plans, performance, and challenges, planned for April was cancelled.

### **Regional Scrutiny:**

- **Education through Regional Working** – 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 councillors group was established in 2015/16 in order to provide challenge to ERW, coordinate scrutiny work across the region and ensure a consistent approach. Swansea is represented on this by the Chair of the Scrutiny Programme Committee and Convener of the Education 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 Swansea Scrutiny Team is providing the support for this group as the Council’s contribution to ERW.
- **Swansea Bay City Region City Deal** - A Joint Scrutiny Committee was established in 2018 and 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. Meetings took place in June, September, October, and January. As per Joint Agreement, the Committee is serviced by Neath Port Talbot Council.

### **Other reports considered by SPC:**

- 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
- Scrutiny Improvement & Development Objectives

### **Chairs’ Letters:**

There were 77 letters sent to Cabinet Members – an established way for scrutiny to communicate findings, views and recommendations for improvement directly to Cabinet Members, reflecting discussion at Committee / Panel / Working Group meetings and continuing an effective dialogue between the SPC/Panels and the Cabinet. Effectively ‘mini-reports’ with conclusions and proposals from scrutiny – and responses. The average response time was 21 days (against target of 21 days). 68% of letters requiring response were responded to on time.

### **Scrutiny Dispatches:**

- The SPC produces a quarterly summary of the headlines from the work of scrutiny for Council and the public, this is focussed on the impact and how scrutiny is making a difference. Scrutiny Dispatches is used as a mechanism for internal and external communication of activity and to help generate media coverage of scrutiny. Council was provided with a report in November 2019 and March 2020. A further report that was planned for May was not produced.

### **Scrutiny Annual Report:**

- The Scrutiny Annual Report for 2018/9 was presented to Council in October 2019.

**Councillor Engagement:**

- Number of backbench councillors actively involved in scrutiny: 61%
- Average councillor attendance at scrutiny meetings: 73%

**Public Engagement:**

- % of meetings with public observers: 50%
- % of meetings with public input: 21%
- % of meetings attracting media coverage: 33%
- Number of scrutiny discussions reported upon in the press: at least 23

# 3 - Work Planning Guidance

## For proposed scrutiny topics

<b>1</b>	<b>Is it an issue of concern?</b>	<p>For example:</p> <ul style="list-style-type: none"> <li>• Is it an issue of public concern? e.g. complaints, members' knowledge/feedback from electoral wards, local media, surveys, other consultation</li> <li>• Is it an issue of performance concern? e.g. evidence from performance indicators, benchmarking or performance unknown/not currently measured</li> <li>• Are there budget concerns? e.g. pattern of budget overspending or significant underspending</li> <li>• Is it an issue of concern or interest to external groups? e.g. partners, local businesses</li> </ul>	<b>No</b> ↓
	<b>Yes</b> ↓		
<b>2</b>	<b>Is the issue strategic and significant?</b>	<p>For example:</p> <ul style="list-style-type: none"> <li>• Are there links to Council's Corporate Plan, Priorities and Objectives?</li> <li>• Is the issue related to the big challenges facing the Council?</li> <li>• Is it a Welsh Government or Central Government priority?</li> <li>• Has the issue been raised by Audit/Inspection reports?</li> <li>• Does it have a significant impact on the public? Or a specific group/community?</li> </ul>	<b>No</b> ↓
	<b>Yes</b> ↓		
<b>3</b>	<b>Is it a good use of scrutiny time?</b>	<p>For examples:</p> <ul style="list-style-type: none"> <li>• Is there a clear objective for examining this topic?</li> <li>• Has similar scrutiny work already been undertaken?</li> <li>• Is the issue being examined elsewhere internally or externally?</li> <li>• Would this issue require in-depth examination? i.e. a wide-ranging programme of evidence gathering and research?</li> <li>• Could scrutiny make a difference to how services are delivered, service quality, how resources are used, and sustainability of service provision?</li> <li>• Will scrutiny be able to generate recommendations for improvement?</li> <li>• Has the relevant service / policy area recently undergone substantial change? i.e. is it too early to review the effects of the change?</li> </ul>	<b>No</b> ↓
	<b>Yes</b> ↓		
<b>*SUITABLE</b>			<b>NOT SUITABLE</b>

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\* Topic recommended for:

- |                  |                          |                   |                          |                    |                          |
|------------------|--------------------------|-------------------|--------------------------|--------------------|--------------------------|
| In-depth inquiry | <input type="checkbox"/> | Performance Panel | <input type="checkbox"/> | Other (state what) | <input type="checkbox"/> |
| Working Group    | <input type="checkbox"/> | Committee Report  | <input type="checkbox"/> |                    |                          |

# 4

## Scrutiny Topic Suggestions

### Corporate Management Team:

Corporate Plan
Budget Proposals
City of Sanctuary
Tackling Poverty
Response to Coronavirus / Test, Trace & Protect
Recovery Plan / Transformation Plan
Performance Management
Corporate Safeguarding
Remodelled EOTAS (Education other than at School) Provision
Economic Regeneration Strategy
Community Safety / Anti-Social Behaviour
21 <sup>st</sup> Century Schools
ERW (Education Through Regional Working) Replacement
ALN (Additional Learning Needs)
EU Exit
City Deal
Great Western Gateway
Housing Welsh Housing Quality Standard / Homelessness
Regional Working
Partnership Working
Public Services Board Annual Report and work streams

# 4

## Councillors:

Anti-Social Behaviour (concern about rising levels in communities)
Procurement (continuation of Inquiry)
Young People's Supported Housing Provision
Possible Working Group: Council By-laws
Listed Buildings (under Council and private ownership)
Possible Inquiry: Is health a major contributor to development decisions in Swansea?
Is the Council making the most of opportunities to embed increase cycling across the city that has come from reduced traffic and increased cycling during the COVID-19 pandemic?
Possible Working Group: Does the Council make sufficient provision for informal healthy outdoor youth sport and activities?
Possible Working Group: Is sufficient emphasis being placed in the development of the city centre for art, architecture and performance?

## 4

### **Public (via survey earlier this year and recent social media):**

COVID-19 Regulation Enforcement – approach to enforcement during the pandemic (concern about excessive action in closing businesses)
Highways charges and fees levied on developers (concern about arbitrary nature of the current system)
Environment Bill 2020 – implications for the Council – what additional measures are going to be taken to ensure targets met locally, cleaner air being a main concern, especially nearer the city centre
Changing Places toilets (sufficient provision?)
Accessibility for disabled / elderly - making the city centre more accessible, e.g. more drop kerbs to help wheelchairs and mobility scooters, more public seating, better lighting, more public telephones in well-lit areas
Climate Emergency – Council’s response to its declaration of a climate emergency particularly efforts to tackle air pollution near schools
Homelessness
Increased drug usage amongst people in Swansea
Maintenance of buildings in the city - some are extremely dilapidated and give a terrible impression of the city to visitors and tourists. Many are of historic importance.
Bus Services
City Deal Outcomes
Road Safety (concern about speeding vehicles)
Blue Badge Scheme (concern not being policed / enforced)
Domestic Abuse - how perpetrators of domestic abuse are using family court services to continue abusing their partner / spouse. Of particular concern is CAF/CASS (Children and Family Court Advisory and Support Service) & their lack of knowledge or consideration in this area.
Welsh Language / Culture - greater commitment within the Council to the importance of the Welsh Language and culture

# 5 – Draft Scrutiny Work Programme 2020/21

## SCRUTINY PROGRAMME COMMITTEE

(formal Committee chaired by Cllr Peter Black)

- Developing, managing and monitoring Scrutiny Work Programme & impact
- Discussing broad range of policy and service issues (incl. Crime & Disorder Scrutiny)
  - Coordinating pre-decision scrutiny / call-in

### INQUIRY PANELS:

(time-limited in-depth inquiries)

WHAT ISSUE JUSTIFIES IN-DEPTH EXAMINATION, WIDE-RANGING EVIDENCE GATHERING / RESEARCH, AND THE TIME (6 MONTHS +) IT WILL INVOLVE?

Page 94  
1. **Inquiry Topic?**

Outstanding from 2019/20

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

Previous Inquiry Follow Up:

- **Equalities**

### PERFORMANCE PANELS:

(on-going in-depth monitoring)

ANY CHANGES?  
ANY SPECIFIC ISSUES THESE SHOULD COVER?

1. **Service Improvement & Finance** (monthly)
2. **Education** (monthly)
3. **Adult Services** (every 6 weeks)
4. **Child & Family Services** (every 6 weeks)
5. **Development & Regeneration** (every 2 months)
6. **Natural Environment** (every 2 months)

### WORKING GROUPS:

(one-off meetings)

WHAT TOPICS NOT COVERED ELSEWHERE COULD BE EFFECTIVELY DISCUSSED IN A SINGLE FOCUSED MEETING?

1. **Topic?**
2. **Topic?**
3. **Topic?**
4. **Topic?**

Outstanding from 2019/20:

- **Staff Health & Well-being**
- **Road Safety**
- **Digital Inclusion**

### REGIONAL SCRUTINY:

- **ERW**  
(Education through Regional Working)
- **City Deal** - Swansea Bay City Region  
City Deal Joint Scrutiny Committee



## 6 - CABINET PORTFOLIOS

<b>Economy, Finance &amp; Strategy (Leader) (Cllr Rob Stewart)</b>	<b>Adult Social Care &amp; Community Health Services (Cllr Clive Lloyd)</b>	<b>Supporting Communities (Cllr Alyson Pugh; Cllr Louise Gibbard)</b>	<b>Business Improvement &amp; Performance (Cllr Andrew Stevens)</b>	<b>Children Services (Cllr Elliot King)</b>
<ul style="list-style-type: none"> <li>• Brexit &amp; New Economic Relationships</li> <li>• Capital Programme Delivery</li> <li>• City Deal Delivery</li> <li>• City Centre Redevelopment</li> <li>• Communications</li> <li>• Community Leadership</li> <li>• Constitutional Changes</li> <li>• Finance Strategy, Budget &amp; Saving Delivery</li> <li>• Financial Services</li> <li>• Future Digital Networks (City Deal)</li> <li>• Legal Services</li> <li>• Local &amp; Regional Investment Strategy</li> <li>• Planning Policy (Regional)</li> <li>• Poverty Reduction</li> <li>• Public Services Board (PSB)</li> <li>• Recovery Plan Lead</li> <li>• Regeneration Strategy &amp; Major Projects</li> <li>• Regional Working Lead (All Bodies)</li> <li>• Strategic Partnerships</li> <li>• Swansea Bay City Region Joint Committee - Chair</li> <li>• Welsh Local Government Association (WLGA) – Deputy Leader</li> <li>• WLGA Lead on Europe, Brexit, Economy &amp; Energy</li> <li>• WLGA representative to LGA</li> </ul>	<ul style="list-style-type: none"> <li>• Activities to Promote Independence &amp; Ageing Well</li> <li>• Adult Social Services Modernisation</li> <li>• Assessment / Care Management</li> <li>• COVID-19 Response – Adult Social Care</li> <li>• Elderly Care</li> <li>• Healthy City Partnership</li> <li>• Integration of Health &amp; Social Care</li> <li>• Joint Equipment</li> <li>• Learning Disability</li> <li>• Local Area Coordination Lead</li> <li>• Mental Health</li> <li>• Physical &amp; Sensory Impairments</li> <li>• Poverty Reduction</li> <li>• Recovery Plan – Adult Services Lead</li> <li>• Safeguarding</li> <li>• Strategic Health &amp; Social Care Collaboration Opportunities</li> <li>• Supporting People</li> <li>• Wellbeing</li> <li>• West Glamorgan RPB – Leader’s Representative</li> </ul>	<p>Cllr Alyson Pugh (leading on):</p> <ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Sector Homeless Support</li> <li>• 3rd Sector Services</li> <li>• Community Cohesion</li> <li>• Community Safety</li> <li>• Community Safety – Board Representative</li> <li>• Community Support for Refugees &amp; Asylum Seekers</li> <li>• Employability</li> <li>• Financial Inclusion</li> <li>• Food Poverty Reduction</li> <li>• Lifelong Learning</li> <li>• Neighbourhood Working</li> <li>• NEETs (Not in Education, Employment or Training) 19-25</li> <li>• Poverty Reduction in Communities</li> <li>• Recovery Plan – Community Support Services Lead</li> <li>• Safer Swansea Partnership Representative</li> <li>• Services for Vulnerable People in Communities during COVID-19</li> <li>• Substance Misuse</li> <li>• Support for Veterans</li> <li>• Swansea Working</li> <li>• Welfare Reform &amp; Rights</li> </ul> <p>Cllr Louise Gibbard (leading on):</p> <ul style="list-style-type: none"> <li>• Access to Services</li> <li>• Community Centres</li> <li>• Community Groups, Engagement &amp; Development</li> <li>• Community Growing (inc. Allotments)</li> <li>• Community Support Services</li> <li>• Co-production</li> <li>• Councillor Champions – Coordination, Liaison &amp; Networking</li> <li>• Diversity</li> <li>• Equalities</li> <li>• Future Generations Compliance</li> <li>• Human Rights City</li> <li>• LAC Services in Communities</li> <li>• Poverty Reduction in Communities</li> <li>• Preventing Violence against Women, Domestic Abuse &amp; Sexual Violence</li> <li>• Recovery Plan – Community Support Services Lead</li> </ul>	<ul style="list-style-type: none"> <li>• Agile Working</li> <li>• Business &amp; Service Improvement</li> <li>• Community Digital Connectivity (inc. free WiFi)</li> <li>• Community Hubs, Service Protection</li> <li>• Contact Centre</li> <li>• Corporate Building Rationalisation</li> <li>• Corporate Delivery of Priorities</li> <li>• Corporate ICT and Digital Delivery of Services</li> <li>• Councillors Community Budget Scheme Delivery</li> <li>• Councillors ICT Services Lead</li> <li>• Crowd Funding &amp; New Community Funding Models</li> <li>• Digital Inclusion</li> <li>• Information &amp; Business Change (inc. Better ICT)</li> <li>• Localised Services and Opportunity for New Business Models</li> <li>• Performance Management &amp; Improvement</li> <li>• Poverty Reduction</li> <li>• Recovery Plan – Digital Services Transformation Lead</li> <li>• Risk &amp; Resilience Management</li> <li>• Rural Economy Lead</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeships Support</li> <li>• Best Start in Life</li> <li>• CAMHS (Child &amp; Adolescent Mental Health Services)</li> <li>• Child &amp; Family Services</li> <li>• Children &amp; Young People (CYP) Chair</li> <li>• Continuum of Care</li> <li>• Corporate Parenting Lead</li> <li>• Families First</li> <li>• Flying Start</li> <li>• NEETS Reduction Support (Not in Education, Employment or Training)</li> <li>• Opportunities for Young People</li> <li>• Play Opportunities</li> <li>• Poverty Reduction</li> <li>• Promoting Youth Inclusion &amp; Youth Citizenships</li> <li>• Readiness for Work (Support)</li> <li>• Recovery Plan – Children Services Lead</li> <li>• Regional Adoption Service</li> <li>• Safe Looking After Children (LAC) Reduction Strategy</li> <li>• Safeguarding</li> <li>• UNCRC (United Nations Convention on the Rights of the Child)</li> <li>• YOS (Youth Offending Service)</li> <li>• Youth Services</li> </ul>

## 6 - CABINET PORTFOLIOS

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



# 8

## Scrutiny Work Planning Conference Breakout Discussion Groups

<b>Breakout Group ONE</b>	<b>Breakout Group TWO</b>
Facilitator: Brij Madahar	Facilitator: Michelle Roberts
Cllr. Peter Black (SPC chair)	Cllr. Lyndon Jones (Performance Panel convener)
Cllr. Peter Jones (SPC member / Performance Panel convener)	Cllr. Terry Hennegan (SPC vice-chair)
Cllr. Gloria Tanner (SPC member)	Cllr. Cyril Anderson (SPC member)
Cllr. Brigitte Rowlands	Cllr. Fiona Gordon
Cllr. Cheryl Philpott	Cllr. Mary Jones
Cllr. Ryland Doyle	Cllr. Philip Downing
Cllr. Paulette Smith	Cllr. Yvonne Jardine
Paula O'Connor (Chair of Audit Committee)	Dave Anderson-Thomas (statutory education cooptee)
*Cllr. Mike Day	*Cllr Joe Hale (SPC member)
*Cllr. Mike Durke	

<b>Breakout Group THREE</b>	<b>Breakout Group FOUR</b>
Facilitator: Liz Jordan	Facilitator: Emily Davies
Cllr. Paxton Hood-Williams (Performance Panel convener)	Cllr. Jeff Jones (Performance Panel convener)
Cllr. Mark Child (SPC member)	Cllr. Chris Holley (Performance Panel convener)
Cllr. Wendy Lewis (SPC member)	Cllr. Erika Kirchner (SPC member)
Cllr. David Helliwell (SPC member)	Cllr. Mike White (SPC member)
Cllr. Wendy Fitzgerald (SPC member)	Cllr. Linda Tyler-Lloyd
Cllr. Christine Richards	Cllr. Irene Mann
Cllr. Sam Pritchard	Cllr. Lynda James
Cllr. Hazel Morris	Cllr. Susan Jones
*Cllr. Mary Sherwood	*Cllr. Kelly Roberts

\*attendance status tentative

## Appendix 2: Scrutiny Work Planning Conference – COMBINED GROUP FEEDBACK SUMMARY

(topics gaining wider support in bold)

WHAT?	WHY?	HOW?	Relevant Considerations to aid prioritisation
TOPIC FOR SCRUTINY	WHAT IS THE CONCERN / PROBLEM THAT NEEDS SOLVING?	SUGGESTED APPROACH Committee / Inquiry / Performance Panel / Working Group	e.g. significance of topic, clear concerns / focus, good use of time, timely, duplication etc.
<p><b>COVID-19 Council response and Recovery Plan / Transformation</b></p>	<p>Considered the single most important area of focus for scrutiny over the next 18 months, and should be top priority</p> <p>We need to ensure that decision-making / plans (including milestones and outcomes) are adequately challenged and monitored. Need for ongoing scrutiny discussion on how the Council is dealing with the pandemic locally, including the clarity of recovery plans.</p> <p>Specific areas of interest:</p> <ul style="list-style-type: none"> <li>- How we worked within the Council – what has changed because of the pandemic</li> <li>- How we worked with partners and other organisations</li> <li>- Health and wellbeing of people – how we worked with vulnerable people and how the community rose to the challenge – how can we harness that for the future</li> <li>- How we will support leisure and hospitality industry</li> <li>- Support for the self-employed</li> <li>- Issues around potential rise in unemployment</li> <li>- Management of regulation enforcement – how effective have we been?</li> <li>- Effectiveness of local information and communications</li> <li>- Focus on tourism as part of this recovery plan and developing inward holiday travel to aid economic recovery and promotion of Swansea as a cultural destination</li> <li>- Lessons learnt that we can take forward in the short, medium and long term</li> </ul>	<p><b>Committee</b></p> <p><b>Possible future Inquiry</b></p>	<ul style="list-style-type: none"> <li>• Most significant issue facing us locally, nationally and internationally.</li> <li>• Corporate issue.</li> <li>• Public issue.</li> <li>• But wide-ranging issues. Committee will need to take an overview and keep a watching brief, but avoid possible duplication of scrutiny that may take place in Performance Panels</li> <li>• Is it the appropriate time for review and reflection whilst still being in the midst of the pandemic?</li> </ul>
<p><b>Brexit</b></p>	<p>The prospect of a no-deal brexit looms large. We need to check the Council's preparedness for the implications of Brexit. What contingency planning has been made or is underway? Implications of no-deal locally.</p>	<p><b>Committee</b></p>	<ul style="list-style-type: none"> <li>• Potentially significant wide-ranging impact.</li> <li>• Highlighted by CMT as strategic issue / challenge.</li> <li>• Was subject of Scrutiny Working Group on Sep 2019, but agreed need for further meeting(s) as things develop.</li> </ul>

<b>Anti-Social Behaviour</b>	<p>Perceived rise in anti-social behaviour in communities across Swansea.  <b>Specific areas that could be examined:</b></p> <ul style="list-style-type: none"> <li>- Relevant agencies communication and relationship with ward members</li> <li>- Agencies ability to work together on this issue i.e.: police, housing, council departments</li> <li>- Neighbourhood Support Units</li> <li>- How the Council and the third sector housing deal more widely with ASB in and around their properties including for example supporting those in supported housing</li> <li>- County lines and effects on ASB and particularly young people</li> <li>- Data and how trends are reported to Council including the ability of Councillors to ask questions of, for example, police data</li> <li>- Reporting issues, including effectiveness of 101 service</li> </ul>	<b>Inquiry</b>	<ul style="list-style-type: none"> <li>• Highlighted by CMT as issue for scrutiny.</li> <li>• Could be linked to Committee scrutiny of Crime &amp; Disorder / Community Safety.</li> <li>• Previously subject of Working Group – April 2019</li> </ul>
<b>Procurement</b>	<p>Inquiry could be carried over from last year.</p> <p>Importance of procurement as an element of COVID-19 recovery.  <b>Concern about balance of spending outside of the local region in pursuit of lower costs versus prioritising local investment. Are we serious about supporting local businesses to thrive after COVID-related shocks?</b></p>	<b>Resumption of Inquiry?</b>  <b>Working Group or via Development &amp; Regeneration Performance Panel</b>	<ul style="list-style-type: none"> <li>• Already agreed Inquiry on hold and outstanding from previous work programme.</li> </ul>
<b>Workforce</b> <small>Page 100</small>	<p>Various issues of concern:</p> <ul style="list-style-type: none"> <li>- staff health and wellbeing – particular with majority of staff working from home as a consequence of COVID-19, and questions around how well employees are being supported, issues around isolation, impact on team working, and staff management.</li> <li>- sickness absence</li> <li>- extent of use of agency staff across the Council, reasons (links to vacancies, sickness absence, staff turnover?), and cost implications</li> </ul> <p>Could be a focussed look at home working:</p> <ul style="list-style-type: none"> <li>- Impact of remote working. The positives and negatives</li> <li>- Impact on environment/pollution of reduced car use / travel to offices</li> <li>- Social effects – less mixing with colleagues</li> <li>- Working in office can improve practice for some departments</li> <li>- Reduced footfall in city centre and effect on local economy</li> <li>- Impact on staff health &amp; wellbeing</li> </ul>	<b>Working Group Inquiry?</b>	<ul style="list-style-type: none"> <li>• Strategic issue.</li> <li>• Issues around workforce planning &amp; resources have emerged from discussions at Audit Committee which chair of Audit Committee suggests for scrutiny.</li> <li>• Working Group on Staff Health &amp; Well-being outstanding from previous work programme.</li> </ul>
<b>Partnership Working</b>	<p>We need to monitor progress / actions on how the Council is developing partnership working / regional working. Is there effective collaboration between partners?</p> <p>Discussion on relevant COVID experiences:</p> <ul style="list-style-type: none"> <li>- COVID-19 showed need to work with other people</li> <li>- Is Council as a whole working better as a result of COVID-19</li> <li>- Look at partnerships and how we continue this good relationship post COVID-19, especially with the Health Board</li> </ul>	<b>Committee / Working Group</b>	<ul style="list-style-type: none"> <li>• Corporate issue.</li> <li>• Could be linked to scrutiny of the Public Services Board</li> <li>• Audit Committee has been looking at overall Council partnership arrangements so need to avoid duplication, though some issues arising which merit scrutiny</li> </ul>

<b>Cycling</b>	<p><b>Are we making the most of opportunities to embed increased cycling across the city, seen during the pandemic?</b></p> <p><b>Discussion around:</b></p> <ul style="list-style-type: none"> <li>- <b>Are we doing enough to promote / facilitate? Could we do more as a Council?</b></li> <li>- <b>Health and environmental benefits</b></li> <li>- <b>Will investment pay off? Investing enormous amounts of money into improving cycling links but what if there are fairly low numbers of people using these facilities. Are there more important things we should be doing with this money?</b></li> <li>- <b>Lack of infrastructure may be why people have not taken up cycling?</b></li> <li>- <b>What is our policy direction on this? As use of cycle paths is to be encouraged and maintained it would be prudent to have a clear set of guidelines and standards relating to cycling / cycleways</b></li> <li>- <b>General concerns have been raised about the road safety aspect of cycling and danger to pedestrians, including speed limits.</b></li> </ul>	<b>Working Group / Inquiry</b>	<ul style="list-style-type: none"> <li>• Topical and timely given increased outside activity as a result of covid-19</li> <li>• Need to check whether relevant Policy Development Committee is doing work on active travel, cycling routes etc</li> </ul>
<b>COVID-19 and Community Mental Health</b>	<p><b>Concerns about impact during the pandemic on people’s mental health and wellbeing, questions around mental health services and provision. Concerns over the isolation of elderly people and those shielding during the pandemic.</b></p>	<b>Adult Services Performance Panel</b>	<ul style="list-style-type: none"> <li>• Significant issue.</li> </ul>
<b>Homelessness</b>	<p>Progress on new / revised Council strategy, agreed in November 2019, should be followed up.</p>	<b>Committee</b>	<ul style="list-style-type: none"> <li>• Corporate issue.</li> <li>• Public issue.</li> </ul>
<b>Wales Audit Office Reports</b>	<p>We need to ensure that scrutiny of all reports and effort is co-ordinated between the Audit Committee and Scrutiny function, and strengthen monitoring of Council action plans in response to audit recommendations. Respective chairs should discuss regularly to plan activity so that relevant reports are effectively covered and not missed.</p>	<b>Committee / Performance Panels</b>	<ul style="list-style-type: none"> <li>• Audit Committee has raised concerns about monitoring processes and needs more assurance about arrangements in place.</li> </ul>
<b>Following Up on Scrutiny Recommendations</b>	<p>We need to make sure that the implementation of recommendations / agreed actions are more effectively monitored, particularly recommendations made by Working Groups, so we can assess the impact.</p>	<b>Committee</b>	<ul style="list-style-type: none"> <li>• Scrutiny improvement objective.</li> </ul>
<b>Tourism</b>	<p>Felt to be of increasing importance to the local area and economic future – are we making the most if it, given less overseas travel and Brexit on the horizon etc.</p>	<b>Committee</b>	<ul style="list-style-type: none"> <li>• Working Group on aspects of tourism held in May 2019. Could follow up in order to discuss current / future activities and challenges</li> </ul>
<b>Domestic Abuse</b>	<p>Concerns raised over the increase in domestic abuse and violence since the Pandemic. What support is available and what the Council can do to help.</p> <p>Issues:</p> <ul style="list-style-type: none"> <li>- Support agencies and charities have also been affected by the impacts of</li> </ul>	<b>Working Group</b>	<ul style="list-style-type: none"> <li>• Public issue.</li> <li>• Clear concerns raised in connection with the COVID-19 Recovery Plan.</li> </ul>

	<p>Covid-19 and questions were raised over how these agencies are coping in the current circumstances.</p> <ul style="list-style-type: none"> <li>- Concerns over how support agencies are managing to continue to provide services (charities in particular) and if the levels of support can be maintained sufficiently and adequately.</li> <li>- Issues raised about isolation and uncertainty due to the Pandemic.</li> <li>- Very few people get to 'see' children / adults who are being abused.</li> </ul>		
Bus Services	<p>Concerns about bus network coverage and levels of service.</p> <p>Issues around:</p> <ul style="list-style-type: none"> <li>- Few bus services running in the evening after 6 o'clock, especially in more rural areas.</li> <li>- Reliance on buses to visit friends/family and commute to work.</li> <li>- There will likely be more interest in travel within the UK and Swansea so need to have a bus service able to cope with an increase in demand.</li> <li>- Increased local travel may place higher demands on the bus network.</li> <li>- Integration with railway station</li> </ul>	Working Group	<ul style="list-style-type: none"> <li>• Public issue.</li> <li>• Rural development and access to communities remains a topic for regeneration.</li> </ul>
Community Transport	Concerns about sufficiency of community transport provision given limited private bus network coverage.	Working Group	<ul style="list-style-type: none"> <li>• Could link with public concern about bus services, and any scrutiny thereof, if not in isolation</li> </ul>
Active Swansea	<p>Discussion on:</p> <ul style="list-style-type: none"> <li>- Cycling and active travel in Swansea</li> <li>- Sporting facilities for young people</li> </ul>	Working Group	
Swansea's By-laws	What are the by-laws in Swansea and are they suitable for purpose	Working Group	
Forced Marriages	Concern for children gone overseas that have not returned, how we track and ensure safeguarded.	Child and Family Services Performance Panel	
Foreshore Developments	Need to keep a watching brief on this issue including sites coming up for sale	Working Group or Development & Regeneration Performance Panel	<ul style="list-style-type: none"> <li>• Issue already being looked at by Development &amp; Regeneration Performance Panel</li> </ul>
City Deal and effects of COVID-19	Effects of COVID-19 on City Deal including projected completion and projected income	Development & Regeneration Performance Panel	<ul style="list-style-type: none"> <li>• Strategic issue</li> <li>• Issue already being looked at by Development &amp; Regeneration Performance Panel</li> </ul>
Children Educated at Home	<p>Concerns around the rise in the numbers of children taken out of school and being educated at home, particularly resulting from COVID-19</p> <ul style="list-style-type: none"> <li>- How are we tracking and ensuring they are safeguarded?</li> <li>- Are they all receiving appropriate education?</li> <li>- How are we working with others to ensure safeguarding i.e.: Social Services</li> </ul>	Education Performance Panel	<ul style="list-style-type: none"> <li>• Corporate Priority area</li> </ul>



Nature Conservation	Need for regular monitoring of Council activity and performance	Natural Environment Performance Panel	Corporate Priority area.
Climate Change (Environment Bill 2020)	Need to challenge the Council on this. Important to reduce our carbon footprint – in council homes etc.	Natural Environment Performance Panel	<ul style="list-style-type: none"> <li>• Corporate Priority area – declaration of climate emergency.</li> <li>• Public Issue.</li> <li>• This topic requires ongoing monitoring, and is probably best dealt with by the Performance Panel.</li> </ul>
Drug Use and Abuse	<p>Concerns around increased drug usage amongst people in Swansea.</p> <ul style="list-style-type: none"> <li>- What is the extent of drug use / abuse in the area?.</li> <li>- What is the Council role and perspective. What about drug activity in areas that Council is responsible for e.g. parks.</li> <li>- How does the Council deal with council tenants involved with drugs?</li> <li>- Is this a social rather than a police (crime) problem?</li> <li>- The serious issue is drug taking and people becoming addicts. How can Council help with this issue?</li> <li>- County Lines activity</li> </ul>	?	<ul style="list-style-type: none"> <li>• Significant issue.</li> <li>• Public issue</li> <li>• Difficult issue - need to carefully consider on how best scrutiny can engage with this issue – and whether potential to make a difference</li> </ul>
Fly-Tipping	Concerns over the increase in this problem during lockdown and what can be done to eradicate such problems going forward. Issues relating to council powers.	?	<ul style="list-style-type: none"> <li>• More prevalent an issue during the lockdown period, however remains a concern for the general public.</li> </ul>
Dilapidated Buildings	<p>Concerns about the state and maintenance of buildings, some of historical importance, giving poor impression to people.</p> <ul style="list-style-type: none"> <li>- So much to be proud of in terms of heritage and culture</li> <li>- Untapped potential</li> <li>- Links to inward tourism</li> <li>- Widen the tourism marketing strategy (i.e not just Gower)</li> <li>- Importance of Copperopolis Swansea</li> </ul>	?	<ul style="list-style-type: none"> <li>• Public issue.</li> </ul>
Accessibility for disabled / elderly	Concerns around mobility around city centre and access, e.g. and whether there is sufficient curb dropping to help mobility scooters.	?	Public issue.

# DRAFT Scrutiny Work Programme 2020/22

<b>New Inquiry Panel</b> (time-limited in-depth scrutiny – six months)	<b>New Working Groups</b> (light-touch scrutiny / one-off meetings)	<b>Performance Panels</b> (ongoing in-depth performance / financial monitoring & challenge)	<b>Issues for Scrutiny Programme Committee</b> (Overall work programme management; discussion of broad range of policy and service issues)
<p><b>1. Procurement</b> (previous Terms of Reference / Key Question to be reviewed / updated - What is the Council doing to ensure it procures locally, ethically, and greenly while being cost effective and transparent in its practices?)</p> <p><b>2. Anti-Social Behaviour</b> (Terms of Reference to be agreed by Panel but would focus on how we can reduce anti-social behaviour in our communities, look at factors behind rising anti-social behaviour; inter-agency working, the role of elected members, reporting, etc.)</p> <p>Follow Up of Previous Inquiries:</p> <p><b>1. Equalities</b></p>	<p><b>1. Workforce</b> (how the Council supports health &amp; well-being of staff; issues around home working; staff sickness; staff turnover; use of agency staff, pressures, etc.)</p> <p><b>2. Digital Inclusion</b> (follow up on previous 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, etc.)</p> <p><b>3. Bus Services</b> (discussion about bus network coverage and levels of service; community transport provision; integration with other forms of transport, etc.)</p> <p><b>4. Healthy City</b> (exploration of activities, promotion, particularly physical activities, including provision of outdoor sport and activities and opportunities for young people, etc.)</p>	<p><b>1. Service Improvement &amp; Finance</b> (monthly)</p> <p><b>2. Education</b> (monthly)</p> <p><b>3. Adult Services</b> (every 6 weeks)</p> <p><b>4. Child &amp; Family Services</b> (every 6 weeks)</p> <p><b>5. Development &amp; Regeneration</b> (every two months)</p> <p><b>6. Natural Environment</b> (every two months)</p> <p>Specific issues to cover within wider work plans:</p> <ul style="list-style-type: none"> <li>• <b>Service Improvement &amp; Finance:</b> <ul style="list-style-type: none"> <li>- Corporate Plan – Review / Progress</li> <li>- Council Byelaws</li> <li>- Budget Scrutiny</li> <li>- Performance Management</li> <li>- Waste Management &amp; Recycling – incl. questioning on fly-tipping experiences &amp; council activity</li> <li>- Welsh Housing Quality Standard</li> </ul> </li> <li>• <b>Education:</b> <ul style="list-style-type: none"> <li>- 21<sup>st</sup> Century Schools</li> <li>- Additional Learning Needs</li> <li>- Children Educated at Home</li> <li>- Delivery of Corporate Priorities</li> <li>- Remodelled Education Other Than at School Provision</li> </ul> </li> <li>• <b>Adult Services:</b> <ul style="list-style-type: none"> <li>- COVID-19 and Community Mental Health</li> <li>- Delivery of Corporate Priorities</li> <li>- Domestic Abuse</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>COVID-19 Council response and Recovery Plan / Transformation</b></li> <li>• <b>Brexit Preparedness</b></li> <li>• Specific reports:                         <ul style="list-style-type: none"> <li>- <b>Children &amp; Young People's Rights Scheme</b></li> <li>- <b>Corporate Safeguarding</b></li> <li>- <b>Delivery of Corporate Priority – Tackling Poverty Homelessness Strategy – progress</b> (incl. discussion on Young People's Supported Housing Provision)</li> </ul> </li> <li>• Leader Q &amp; A Session(s):                         <ul style="list-style-type: none"> <li>- <b>Brexit</b></li> <li>- <b>Partnership Working</b></li> <li>- <b>Great Western Gateway</b></li> </ul> </li> <li>• Other Cabinet Member Q &amp; As (issues to pick up):                         <ul style="list-style-type: none"> <li>- tbc</li> </ul> </li> <li>• <b>Public Services Board</b></li> <li>• <b>Crime &amp; Disorder (Community Safety)Scrutiny:</b> <ul style="list-style-type: none"> <li>- Incl. Community Cohesion / Hate Crime</li> </ul> </li> <li>• <b>Wales Audit Office Reports</b></li> <li>• Follow Up on Previous Working Groups:                         <ul style="list-style-type: none"> <li>- <b>Tourism</b></li> </ul> </li> </ul>

## DRAFT Scrutiny Work Programme 2020/22

	<p>Reserve List:</p> <ul style="list-style-type: none"> <li>• <b>Road Safety</b> (hot spots; work to improve safety; preventative measures; speed controls; safety of cycling routes; partnership working, etc.)</li> <li>• <b>Active Travel</b> (are we meeting obligations of Welsh Government Active Travel Act; encouragement of cycling / walking; particular focus on cycling given experience during pandemic – are we making the most of opportunities to embed increased cycling, etc.)</li> <li>• <b>Accessibility for the Disabled / Elderly</b> (to look into concerns around mobility around city centre and access, e.g. and whether there is sufficient curb dropping to help mobility scooters, and other facilities to improve access and wellbeing, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Child &amp; Family Services:</b> <ul style="list-style-type: none"> <li>- Delivery of Corporate Priorities</li> <li>- Forced Marriages – Safeguarding issues</li> </ul> </li> <li>• <b>Development &amp; Regeneration:</b> <ul style="list-style-type: none"> <li>- City Deal and effects of COVID-19</li> <li>- Delivery of Corporate Priorities</li> <li>- Economic Regeneration Strategy</li> <li>- Foreshore Developments</li> <li>- Historic / Listed Buildings</li> </ul> </li> <li>• <b>Natural Environment:</b> <ul style="list-style-type: none"> <li>- Climate Change</li> <li>- Delivery of Corporate Priorities</li> <li>- Environment Bill 2020 Implications</li> <li>- Nature Conservation – regular monitoring of activity and performance</li> </ul> </li> </ul>	
<p><b>Regional Scrutiny</b></p> <ul style="list-style-type: none"> <li>• <b>ERW</b> (Education through Regional Working) Specific issues to pick up: ERW Replacement organisation – post April 2021</li> <li>• <b>City Deal</b> (Swansea Bay City Region Joint Scrutiny Committee)</li> </ul>			

## DRAFT Scrutiny Work Programme 2020/22

FOR INFORMATION - Distribution by Lead Cabinet Member

<b>Economy, Finance &amp; Strategy (Leader) (Cllr Rob Stewart)</b>	<b>Adult Social Care &amp; Community Health Services (Cllr Clive Lloyd)</b>	<b>Supporting Communities (Cllr Alyson Pugh; Cllr Louise Gibbard)</b>	<b>Business Improvement &amp; Performance (Cllr Andrew Stevens)</b>	<b>Children Services (Cllr Elliot King)</b>
<ul style="list-style-type: none"> <li>• COVID-19 Council response and Recovery Plan / Transformation</li> <li>• Brexit Preparedness</li> <li>• Partnership Working</li> <li>• Public Services Board</li> <li>• Service Improvement &amp; Finance Performance Panel</li> <li>• Development &amp; Regeneration Performance Panel</li> <li>• City Deal Joint Scrutiny Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Safeguarding</li> <li>• Adult Services Performance Panel</li> <li>• Healthy City Working Group</li> <li>• Accessibility for Disabled / Elderly Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-Social Behaviour Inquiry</li> <li>• Equalities Inquiry (follow up)</li> <li>• Domestic Abuse</li> <li>• Tackling Poverty</li> <li>• Safer Swansea Partnership</li> <li>• Accessibility for Disabled / Elderly Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Inclusion Working Group</li> <li>• Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Child &amp; Family Services Performance Panel</li> <li>• Children &amp; Young People's Rights Scheme</li> </ul>
<b>Delivery &amp; Operations (Joint-Deputy Leader) (Cllr David Hopkins)</b>	<b>Education Improvement, Learning &amp; Skills (Cllr Jennifer Raynor)</b>	<b>Environment Enhancement &amp; Infrastructure Management (Cllr Mark Thomas)</b>	<b>Homes, Energy &amp; Service Transformation (Joint-Deputy Leader) (Cllr Andrea Lewis)</b>	<b>Investment, Regeneration &amp; Tourism (Cllr Robert Francis-Davies)</b>
<ul style="list-style-type: none"> <li>• Procurement Inquiry</li> <li>• Workforce Working Group</li> <li>• Natural Environment Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Education Performance Panel</li> <li>• ERW Regional Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Bus Services Working Group</li> <li>• Road Safety Working Group</li> <li>• Active Travel Working Group</li> <li>• Natural Environment Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Supported Housing</li> <li>• Western Gateway</li> <li>• Public Services Board</li> <li>• Safer Swansea Partnership</li> <li>• Natural Environment Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism</li> <li>• Development &amp; Regeneration Performance Panel</li> <li>• Health City Working Group</li> <li>• City Deal Joint Scrutiny Committee</li> </ul>

## Appendix 2

### Scrutiny Programme Committee – Work Plan 2020/22

<b>ACTIVITY</b>	<b>17 November 2020</b>	<b>15 December 2020</b>	<b>19 January 2021</b>	<b>16 February 2021</b>	<b>16 March 2021</b>	<b>13 April 2021</b>
<b>Scrutiny Work Programme</b>	Draft Work Programme for Agreement					
<b>Cabinet Member Question &amp; Answer Sessions</b>			Leader / Cabinet Member for Economy, Finance & Strategy (incl. discussion on Brexit, Partnership Working)			
<b>Specific Cabinet Member / Officer Reports</b>	COVID-19 Update on Response / Recovery Plan	Public Services Board Annual Report		<ul style="list-style-type: none"> <li>Children &amp; Young People's Rights Scheme</li> </ul>	COVID-19	Crime & Disorder Scrutiny - Safer Swansea Community Safety Partnership
<b>Scrutiny Performance Panel Progress Reports</b>		Education	Service Improvement & Finance	Child & Family Services	Adult Services	Development & Regeneration
<b>Pre-decision Scrutiny</b>		Proposed Lease to Mumbles Community Council under the Community Asset Transfer Policy	Business Case for Relocation of Civic Centre			
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recommendations</b>					Tourism (Working Group follow up)	
<b>Scrutiny Reports to Council</b>			Draft Scrutiny Annual Report 2019/20			Scrutiny Dispatches Impact Report

<b>ACTIVITY</b>	<b>18 May 2021</b>	<b>June 2021</b>	<b>July 2021</b>	<b>August 2021</b>	<b>September 2021</b>	<b>October 2021</b>
<b>Scrutiny Work Programme</b>	Work Programme Review					
<b>Cabinet Member Question &amp; Answer Sessions</b>						
<b>Specific Cabinet Member / Officer Reports</b>	<ul style="list-style-type: none"> <li>• COVID-19</li> <li>• Homelessness Strategy / Action Plan – Progress</li> </ul>	Public Services Board	COVID-19	Delivery of Corporate Priority – Tackling Poverty	COVID-19	Annual Corporate Safeguarding Report
<b>Scrutiny Performance Panel Progress Reports</b>	Natural Environment	Education	Service Improvement & Finance	Child & Family Services	Adult Services	Development & Regeneration
<b>Pre-decision Scrutiny</b>						
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recommendations</b>						
<b>Scrutiny Reports to Council</b>			Scrutiny Dispatches Impact Report			Scrutiny Dispatches Impact Report

\* denotes extra meeting

## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Oracle Programme Re-plan Report.</b>	This report provides an update on the current status of the Oracle Cloud implementation due to the impact of Covid-19 and makes recommendations to delay the programme including re-planning and costs.	Sarah Topliss	Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)	Cabinet	19 Nov 2020	Open
<b>Wales National Pool Financial Support And Options Appraisal.</b>	To provide an update on the costs of closure, additional operating costs and reduced income at Wales National Pool owing to Covid-19 and seek Cabinet approval for the levels of financial support needed for the Pools accounts to July 2020 and from August 2020 to 31 March 2021	Jamie Rewbridge	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	19 Nov 2020	Open

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## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Energy Strategy 2020-2030.</b>	<ul style="list-style-type: none"> <li>• Provides an overarching Plan aligning and integrating all legislations and policies that relate to energy and carbon management</li> <li>• Define Swansea Council strategic ambition and intent for addressing energy and carbon management</li> <li>• Quantify the Authority's baseline carbon emissions.</li> <li>• Identify and evaluate carbon emission saving projects</li> <li>• Adoption of a low carbon / renewable technology way of working.</li> </ul>	Antony Moss	Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)	Cabinet	19 Nov 2020	Open
<b>Climate Emergency Declaration – Policy Review and Proposed Action Plan.</b>	Report in response to Councils Notice of Motion on Climate Emergency, 27th June 2019.	Martin Nicholls	Cabinet Member - Homes, Energy & Service Transformation (Deputy Leader)	Cabinet	19 Nov 2020	Open



## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Third Sector Compact Agreement – Update.</b>	The report updates on Swansea Third Sector Compact Agreement and the work to date of the Third Sector Liaison Group – who were formed as part of the updated Swansea Compact with the Voluntary Sector in 2018.	Spencer Martin	Cabinet Members - Supporting Communities	Cabinet	19 Nov 2020	Open
<b>Proposed Purchase of an Investment Property Portfolio.</b>	In accordance with the recently formed Property Investment Fund, an opportunity has arisen which will generate a net financial benefit for the Council. This report is to inform of a new opportunity to proceed with.	Geoff Bacon	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	19 Nov 2020	Fully exempt
<b>Graig Road Reconstruction.</b>	Approval for the funding to repair Graig Road.	Bob Fenwick	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	19 Nov 2020	Open

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## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Capital Programme Authorisation for the Remodelling of a Hard Standing Area and Installation of a 3G Pitch on Land at Dylan Thomas Community School.</b>	The report gives the rationale behind the installation of the pitch.	Allison Lowe	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	19 Nov 2020	Open
<b>FPR7 – Intermediate Care Fund Capital Scheme.</b>	The report updates seeks approval for the ICF Capital Funding 20-21 for Swansea Council and to comply with Financial Procedure Rule 7 (Capital Programming and Appraisals) and to commit and authorise a scheme to the Capital Programme.	Jane Whitmore	Cabinet Member - Adult Social Care & Community Health Services	Cabinet	19 Nov 2020	Open

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## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Proposed Rental Concessions to Support Council Commercial Tenants during the COVID-19 'Firebreak'.</b></p>	<p>An emergency report for a three-month rent concession was originally agreed using the Council's emergency powers in April 2020 under FPR19 (during the first 'lockdown' period).</p> <p>However, due to rising COVID-19 transmission rates, Welsh Government has now introduced a further two week 'firebreak' which means the Council should now consider a further rental concession package in order to supports its tenants and to mitigate against long term losses &amp; 'void' costs.</p>	Geoff Bacon	Cabinet Member - Children Services, Cabinet Member - Investment, Regeneration & Tourism	Cabinet	19 Nov 2020	Fully exempt
<p><b>Review of City Centre Car Parking Charges to Support the City Centre during the Covid-19 Pandemic.</b></p>	<p>The report looks at the financial impact of implementing reduced car parking charges within our City Centre Car Parks.</p>	Gavin Newman	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	19 Nov 2020	Open

## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Dylan Thomas Exhibition Relocation.</b>	Report seeks approval and funding to relocate the Dylan Thomas Exhibition from its previous home to the Swansea Museum	Christopher Mellor	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Dec 2020	Open
<b>Approval to Support a Jobs Recovery Package for JR Catering/Brangwyn Hall.</b>	Report is seeking approval to support a jobs recovery package for JR Catering to maintain a service in the Brangwyn Hall.	Christopher Mellor	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Dec 2020	Open
<b>Walking Route for School Children between Gowerton and Gorseinon.</b>	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.	Cath Swain	Cabinet Member - Education Improvement, Learning & Skills, Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	17 Dec 2020	Open

## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Quarter 1 2020/21 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the first quarter period April 2020 – June 2020.	Richard Rowlands	Cabinet Member - Business Improvement & Performance	Cabinet	17 Dec 2020	Open
<b>Revenue and Capital Budget Monitoring 2nd Quarter 2020/21.</b>	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	17 Dec 2020	Open
<b>Sustainable Swansea - Fit for the Future: Budget Proposals 2021/22 – 2025/26.</b>	To consider budget proposals for 2021/22 to 2025/26 as part of the Council's Budget Strategy Sustainable Swansea - fit for the future. To enable consultation to take place with residents, employees, partners and other interested parties.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader), Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	17 Dec 2020	Open

## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Delayed Implementation of Increased Capacity for YGG Tan-y-lan and YGG Tirdeunaw.</b>	The new build school for YGG Tan-y-lan has been delayed. The School Organisation Code requires that the decision makers (Cabinet) determine a new implementation date.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	17 Dec 2020	Open
<b>Regional Technical Statement for Aggregates Second Review and Statement of Sub Regional Cooperation.</b>	The report seeks Council endorsement of the Second Review of the Regional Technical Statements (RTS) for the South Wales and North Wales Regional Aggregates Working Parties (RAWPs). RTS methodology has changed, with consequential implications for Swansea's Local Development Plan and the need for sub-regional cooperation between Local Authorities.	Ruth Henderson	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	17 Dec 2020	Open

## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Proposed Lease to Mumbles Community Council under the Community Asset Transfer Policy.</b></p>	<p>Mumbles Community Council (MCC) have proposed to develop a new, high standard, Skatepark within their ward.</p> <p>The proposal may qualify as an undervalue disposal under the Community Asset Transfer policy subject to Cabinet approval of an undervalue disposal using well- being powers.</p> <p>A site options appraisal has been undertaken in order to identify the most suitable location for the development. MCC have provided a business plan to ensure their obligation to be fully responsible for the construction and maintenance of the facility is sustainable in the long term.</p>	<p>Jamie Rewbridge</p>	<p>Cabinet Member - Delivery &amp; Operations (Deputy Leader), Cabinet Member - Investment, Regeneration &amp; Tourism</p>	<p>Cabinet</p>	<p>17 Dec 2020</p>	<p>Open</p>

## Appendix 5 – Cabinet Forward Plan 2020 – 2021

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Business Case for Relocation of the Civic Centre.</b>	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	21 Jan 2021	Open
<b>Quarter 2 2020/21 Performance Monitoring Report.</b>	To report the performance indicator results and summarise the Council's performance meetings its priorities for the second quarter period July 2020 – September 2020.	Richard Rowlands	Cabinet Member - Business Improvement & Performance	Cabinet	21 Jan 2021	Open
<b>Revenue and Capital Budget Monitoring 3rd Quarter 2020/21.</b>	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	18 Feb 2021	Open

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## APPENDIX 6: Policy Development Committee Work Plan Topics 2020/21 (as at 4 Nov)

### Remit:

Development of the Council's Corporate Policies for consideration and adoption by Cabinet and/or Council as appropriate.

<b>Education &amp; Skills</b> Chair: Cllr Robert Smith Vice-Chair: Cllr Sam Pritchard	<b>Economy &amp; Infrastructure</b> Chair: Cllr Cyril Anderson Vice-Chair: Cllr Phil Downing	<b>People</b> Chair: Cllr Ceri Evans Vice-Chair: Cllr Jan Curtice	<b>Poverty Reduction</b> Chair: Cllr Mary Sherwood Vice-Chair: Cllr Ryland Doyle	<b>Equalities and Future Generations</b> Chair: Cllr Mandy Evans Vice-Chair: Cllr Paulette Smith
• To be confirmed (meeting on 11 November)  Page 119	<ul style="list-style-type: none"> <li>• Active Travel</li> <li>• Local Toilet Strategy</li> <li>• Tourism Strategy (in light of COVID-19)</li> <li>• Future Economy (in light of Brexit and Covid)</li> <li>• High Street Empty Properties</li> <li>• Homes as Power Stations</li> <li>• Green Infrastructure strategy</li> <li>• Hafod-Morfa Copperworks masterplan</li> </ul>	To be confirmed (meeting on 18 November) – indicative topics: <ul style="list-style-type: none"> <li>• Taking forward Councils Recovery Plan to remobilise, refocus and reshape</li> <li>• Taking forward Service Modification plans (Adult Services/ Child and Family Services)</li> <li>• Emergency / Winter Planning</li> <li>• Transformation of Mental Health Services through co-production (regional to local)</li> <li>• Health &amp; Community Services – enabling people to be safe and supported in their own homes.</li> <li>• Wellbeing of Carers</li> </ul>	<ul style="list-style-type: none"> <li>• The Socio-Economic Duty</li> <li>• Transport</li> <li>• Community Food Growing</li> <li>• Benefits Take Up</li> <li>• Sudden Poverty (related to COVID).</li> <li>• Promoting Affordable Credit Policy</li> <li>• Corporate Debt Policy</li> <li>• Green Fairness Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Co-production and Engagement</li> <li>• Energy Strategy</li> <li>• Implications of COVID on Council staff and subsequent policy changes/developments</li> <li>• The Natural Environment</li> </ul>

## Audit Committee Plan 2020 – 2021

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Governance & Assurance	<b>Election of the Chair for the 2020-2021 Municipal Year.</b>	To elect the Chair for the 2020-21 Municipal Year.	Jeremy Parkhouse	20 Oct 2020
Governance & Assurance	<b>Election of the Vice-Chair for the 2020-2021 Municipal Year.</b>	To elect the Vice-Chair for the 2020-2021 Municipal Year.	Jeremy Parkhouse	20 Oct 2020
Financial Reporting	<b>Revenue Financial Outturn 2019/20.</b>	To report the detailed Revenue financial outturn for 2019/20.	Ben Smith	20 Oct 2020
Internal Audit	<b>Revenue and Capital Budget Monitoring - 1st Quarter.</b>	To report on financial monitoring of the 20/21 revenue and capital budgets.	Ben Smith	20 Oct 2020
Financial Reporting Page 120	<b>Treasury Management Annual Report 2019/20.</b>	This report provides details of the Council's treasury management activities during 2019/20 and compares actual performance against the strategy laid down at the start of the year and to report Capital, Prudential and Treasury Management Indicators Outturn.	Ben Smith	20 Oct 2020
Internal Audit	<b>Internal Audit Annual Plan 2020/21 – Quarter 2 Monitoring Report.</b>	This report summarises the audits finalised and work undertaken by the Internal Audit Section in Quarter 2 2020/21.	Simon Cockings	20 Oct 2020

## Audit Committee Plan 2020 – 2021

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Internal Audit	<b>Internal Audit Recommendation Tracking Report - Quarter 2 2020/21.</b>	This report provides committee with the status of the recommendations made in those audits where the follow-up has been undertaken in Q2 20120/21, to allow the Audit Committee to monitor the implementation of recommendations made by Internal Audit.	Simon Cockings	20 Oct 2020
External Audit	<b>Audit Wales - Press Release on the Financial Sustainability of Local Government.</b>	For Information	Ben Smith	20 Oct 2020
Risk Management & Performance	<b>Mid-Year 2020/21 Overview of Risk.</b>	Mid-Year 2020/21 Overview of Risk.	Richard Rowlands	10 Nov 2020
Financial Reporting	<b>Revenue and Capital Budget Monitoring - 2nd Quarter.</b>	To report on financial monitoring of the 20/21 revenue and capital budgets.ben	Ben Smith	8 Dec 2020
Governance & Assurance	<b>Review of Partnerships in the City and County of Swansea.</b>	An update report in respect of progress made on the Welsh Government recommendations.	Adam Hill	8 Dec 2020
Governance & Assurance	<b>Governance Group Update Report</b>	A six-month update report from the Governance Group.	Adam Hill	8 Dec 2020
Governance & Assurance	<b>Employment of Agency Staff Update.</b>	Update report on actions arising from the Employment of Agency Staff Audit report.	Adrian Chard	19 Jan 2021

## Audit Committee Plan 2020 – 2021

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Internal Audit	<b>Internal Audit Annual Plan 2020/21 – Quarter 3 Monitoring Report.</b>	This report summarises the audits finalised and work undertaken by the Internal Audit Section in Quarter 3 2020/21.	Simon Cockings	9 Feb 2021
Internal Audit	<b>Internal Audit Recommendation Tracking Report - Quarter 3 2020/21.</b>	This report provides committee with the status of the recommendations made in those audits where the follow-up has been undertaken in Q3 2020/21, to allow the Audit Committee to monitor the implementation of recommendations made by Internal Audit.	Simon Cockings	9 Feb 2021
Internal Audit	<b>Draft Internal Audit Annual Plan 2021/22.</b>	This report presents the Draft Internal Audit Annual Plan for 2021/22 to the Audit Committee for consideration prior to the final plan coming to committee in April for approval.	Simon Cockings	9 Mar 2021
Internal Audit	<b>Internal Audit Annual Plan Methodology Report 2021/22.</b>	This report provides a briefing to the Audit Committee on the methodology used to prepare the Internal Audit Annual Plan in advance of the Annual Plan 2021/22 being reported to the Committee for approval on 20 April 2021.	Simon Cockings	9 Mar 2021
Financial Reporting	<b>Revenue and Capital Budget Monitoring - 3rd Quarter.</b>	To report on financial monitoring of the 20/21 revenue and capital budgets.	Ben Smith	9 Mar 2021

## Audit Committee Plan 2020 – 2021

Terms of Reference	Report Title	Report Summary	Report Author	Date of Meeting
Internal Audit	<b>Fraud Function Annual Plan 2021/22.</b>	This report sets out the planned areas of activity for the Internal Audit Section's Fraud Function for 2021/22 and is designed to provide a strategic view of the areas that will be subject to examination.	Jeff Fish, Jonathon Rogers	20 Apr 2021
Internal Audit	<b>Internal Audit Charter 2021/22.</b>	This report outlines the background to the Public Sector Internal Auditing Standards (PSIAS) which were introduced with effect from 1st April 2013 and presents the Internal Audit Charter for final approval by Audit Committee following Corporate Management Team approval.	Simon Cockings	20 Apr 2021
Internal Audit	<b>Internal Audit Strategy &amp; Annual Plan 2021/22.</b>	This report presents the Internal Audit Strategy and Annual Plan for 2021/22 to the Audit Committee for approval.	Simon Cockings	20 Apr 2021

# Agenda Item 9



## Report of the Chair

### Scrutiny Programme Committee – 17 November 2020

## Membership of Scrutiny Panels and Working Groups

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

### 1. Introduction

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

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

- 2.1 Service Improvement & Finance Scrutiny Performance Panel

ADD Councillor Peter Black

This will take the membership of the Panel to 11.

## 2.2 Child & Family Services Scrutiny Performance Panel

ADD Councillor Mike Day  
REMOVE Councillor Peter Jones

The membership of the Panel will remain at 10.

## 2.3 Adult Services Scrutiny Performance Panel

REMOVE Councillors Peter Black and Peter Jones

This will take the membership of the Panel to 11.

## 2.4 Removing Councillor Louise Gibbard from any Panels / Working Groups, as she has become an executive member.

### 3. Performance Panel Conveners

#### 3.1 In accordance with the Committee's wishes, the following Performance Panels have met and appointed / confirmed a convener for the 2020/21 municipal year, noted as follows:

Performance Panel	Convener
Adult Services (20 October)	Councillor Susan Jones (newly appointed)
Education (22 October)	Councillor Lyndon Jones (re-appointed)
Child & Family Services (28 October)	Councillor Paxton Hood-Williams (re-appointed)
Development & Regeneration (3 November)	Councillor Jeff Jones (re-appointed)
Service Improvement & Finance (9 November)	Councillor Chris Holley (re-appointed)
Natural Environment (meeting planned for 14 December)	tbc (currently Councillor Peter Jones)

These Councillors will attend Scrutiny Programme Committee meetings as co-optees, unless already members of the Committee.

### 4. Guiding Principles

#### 4.1 When determining membership / conveners or agreeing any changes there are some key considerations for the Committee:

- It is necessary for more than one political group to be represented on each Panel / Working Group.
- These bodies also need to be of a manageable size in terms of team working and effective questioning.

- To ensure that all political groups have opportunities and are engaged.
- Good scrutiny practice places emphasis on respect for minority party wishes around both chairing of such bodies and the work programme.
- Being fair and balanced in the appointment of conveners, when there is interest from more than one councillor, e.g. giving opportunity to those who have not acted as convener previously.
- The Committee should reflect on the existing 'balance' of conveners to help inform future appointments.
- A minimum of three members should be present at all Panel / Working Group meetings.

## **5. Legal Implications**

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

## **6. Financial Implications**

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

**Background Papers:** None

**Appendices:** None



# Agenda Item 10



## Report of the Chair

### Scrutiny Programme Committee – 17 November 2020

## Scrutiny Letters

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

### 1. Introduction

- 1.1 The production of scrutiny letters has become an established part of the way scrutiny operates in Swansea. Letters from the chair (or conveners) allow scrutiny to communicate directly and quickly with relevant cabinet members.
- 1.2 These letters are used to convey views and conclusions about particular issues discussed and provide the opportunity to raise concerns, ask for further information, and make recommendations. This enables scrutiny to engage with Cabinet Members on a regular and structured basis.

## 2. Reporting of Letters

- 2.1 All scrutiny letters, whether they are written by the Scrutiny Programme Committee or conveners of panels / working groups, are published to ensure visibility, of the outcomes from meetings, across the council and public.
- 2.2 The Scrutiny Programme Committee agenda also includes a copy of letters to/from Cabinet Members where specific discussion is required, e.g. letters relating to the Committee, Working Groups, and Inquiry Panel follow ups. Letters are included when cabinet member responses that were awaited are received or where a scrutiny letter did not require a response.
- 2.3 Where requested Cabinet Members are expected to respond in writing to scrutiny letters within 21 calendar days. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made.
- 2.4 Letters relating to the work of Performance Panels are part of an ongoing dialogue with Cabinet Members and are therefore reported back and monitored by each Panel. However all Performance Panel conveners will provide a progress report to the committee, including summary of correspondence with Cabinet Members and outcomes.

## 3. Letters Log

- 3.1 This report contains a log of scrutiny letters produced to enable the committee to maintain an overview of letters activity over the year – see **Appendix 1**. The letters log also shows the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale.
- 3.2 The following letter(s), not already reported to the Committee, are **attached** for discussion:

	<b>Activity</b>	<b>Meeting Date</b>	<b>Correspondence</b>
a	Natural Environment Scrutiny Inquiry Follow Up	1 Sep	Letter to Cabinet Member for Delivery & Operations

- 3.3 The inquiry follow up was carried out by the Natural Environment Performance Panel. The Panel heard from the Cabinet Member and officers on the implementation of scrutiny inquiry recommendations and helped the Panel to assess the impact of scrutiny. In conclusion, the Panel agreed that good progress had been made with the implementation of recommendations, and were happy to conclude formal monitoring of the inquiry report. However, the Panel will, as

necessary, pick up on any specific issues of concern through the Panel's ongoing monitoring activities.

**4. Legal Implications**

4.1 There are no legal implications.

**5. Financial Implications**

5.1 There are no financial implications.

**Background Papers:** None

**Appendices:**

**Appendix 1:** Scrutiny Letters Log

**Appendix 2:** Correspondence between scrutiny and cabinet members

## Scrutiny Letters Log (2020-2021)

Ave. Response Time (days): 25 (target within 21 days) % responses within target: 33

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Service Improvement & Finance Performance Panel	21-Sep	Annual Performance Monitoring Report 2019/2020	Business Improvement & Performance	02-Oct	23-Oct	21	n/a
2	Natural Environment Performance Panel	01-Sep	COVID-19 impacts, issues and environmental lessons	Joint Environment Enhancement & Infrastructure Management and Delivery & Operations	05-Oct	30-Oct	25	n/a
3	Natural Environment Performance Panel	01-Sep	Follow Up - Natural Environment Scrutiny Inquiry	Delivery & Operations	05-Oct	n/a	n/a	17-Nov
4	Natural Environment Performance Panel	01-Sep	Local Flood Risk Management	Environment Enhancement & Infrastructure Management	05-Oct	n/a	n/a	n/a
5	Development & Regeneration Performance Panel	14-Sep	Project Update Report	Economy, Finance & Strategy (Leader)	06-Oct	04-Nov	29	n/a
6	Child & Family Services Performance Panel	16-Sep	Update on COVID-19 in relation to Child & Family Services	Children Services - Early Years	07-Oct	n/a	n/a	n/a

7	Education Performance Panel	22-Oct	Update on COVID-19 in relation to Education and opening of schools, work planning.	Education Improvement, Learning & Skills	03-Nov	n/a	n/a	n/a
8	Education Performance Panel	22-Oct	Thank you to Education and Schools to Director	Education Improvement, Learning & Skills	03-Nov	n/a	n/a	n/a
9	Adult Services Performance Panel	20-Oct	Performance Monitoring and Sickness Levels in Adult Services and work planning	Adult Social Care & Community Health Services	04-Nov			
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**To/  
Councillor David Hopkins  
Cabinet Member for Delivery &  
Operations**

**BY EMAIL**

cc Cabinet Members

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Linell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

NE/2019-20/6

05 October 2020

Summary: This is a letter from the Natural Environment Scrutiny Performance Panel to the Cabinet Member following the meeting of the Panel on 1 September 2020. It is regarding the follow up on the Natural Environment Scrutiny Inquiry Recommendations and impact.

Dear Councillor Hopkins,

### **Natural Environment Scrutiny Performance Panel – 1 September**

Thank you for attending the Scrutiny Performance Panel meeting on 1 September 2020 to present progress with the implementation of scrutiny recommendations following the in-depth inquiry on the Natural Environment. We also thank lead officers for their input to support the session, answering questions, and their contribution to the debate.

Usually this would have been followed up by the Inquiry Panel itself, which of course I convened, but it was appropriate for this new Performance Panel to take responsibility for this activity. We invited along any councillor who had participated in the inquiry but were not members of the Panel to contribute to the follow up.

We thank you and officers, in particular Paul Meller (Strategic Planning and Natural Environment Manager), for providing the written report to help the Panel assess the impact of the scrutiny inquiry report and providing a progress statement against each of the agreed recommendations, since Cabinet agreed its response back in July 2019. We know that of the 20 inquiry recommendations made, 18 were agreed, 2 of those in part.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**  
**SWANSEA COUNCIL / CYNGOR ABERTAWE**  
GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE  
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I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod  
To receive this information in alternative format, or in Welsh please contact the above

We are writing to you, as relevant Cabinet Member, to reflect on the discussion, share the views of the Committee, and highlight any outstanding issues / actions for your response.

We were pleased to note from your report specific contributions to change as a direct result of the inquiry:

- Inquiry recommendations incorporated within corporate actions plans to further the Corporate Objective for Maintaining and Enhancing Swansea's Natural Resources and Biodiversity.
- Corporate Biodiversity Working Group set up in August 2019 to help review, monitor and report on progress in delivering the steps / actions listed under the Corporate Biodiversity Objective, and help embed biodiversity duties across the Council.
- Establishment of a dedicated Natural Environment Scrutiny Performance Panel.
- Biodiversity clauses now included in service level agreement, licences, leases, etc.

We recognised that many of the recommended actions of the Scrutiny Inquiry were already part of thinking in order to meet the Council's Biodiversity Duty, but welcomed your description of the specific impact of the scrutiny inquiry:

- Helping to focus on specific tasks / projects that could be carried out in the short/medium term (as quick wins).
- Most significantly, inquiry has given increased profile to natural resources and biodiversity as well as the work of the Natural Environment Section both across the Council and with external stakeholders. The Inquiry's endorsement of the planned and future work of the Section has empowered officers and put them in a much stronger position to deliver projects / improvements and identify finance in support of the biodiversity agenda.
- Costs are now increasingly being shared across services; planning ecology work is to be carried out in house subject to resource availability; and contributions to the SEWBREC (South East Wales Biodiversity Records Centre) agreement have been negotiated.
- Biodiversity matters are now discussed across all service areas from the outset of projects, proposals and events, whereas previously they would have been an after-thought or possibly not considered at all.
- Funding from grants and other sources has been used to employ an additional part-time Planning Ecologist for a temporary period of 2 years. They have been in post since December 2019 and extended their hours in April 2020 to take on the part time role of the Local Nature Partnership Officer.

The updated action plan progress report appeared to show:

- 8 recommendations as complete (Recommendations 1,3,5,8,10,15,16,19)
- 3 as partly complete (Recommendations 2,7,11)
- 7 as incomplete, with a number of these noted as work that is essentially ongoing (Recommendations 4,6,9,14,17,18,20)

We also heard from you and officers that:

- There is much sharper focus on the natural environment, resources, and biodiversity and the scrutiny report has been a catalyst for change. This is an issue for everyone.
- The follow up report focuses on progress over the period 2019/20 and is therefore largely unaffected by recent events. COVID-19 has however delayed the award of certain grants for 2020/21. This in turn has affected the implementation of those recommendations set out in the Action Plan, which were reliant upon the appointment of specific grant-funded project officers. This includes work on: biodiversity ward mapping of existing biodiversity and green infrastructure assets and ecosystem service provision; establishing an environmental link governor within school governing bodies; and the employment of a dedicated outdoor learning officer to work with schools. We note this work is dependent on the appointment of project officers but could we not progress the appointment of environmental link school governors, without waiting for the ward mapping exercise?
- Over half of the scrutiny inquiry recommendations have been implemented and many of the recommendations represent work that will be ongoing and aimed at long-term improvement.
- Biodiversity advice is now mainly in-house rather than outsourced as previously.
- There is optimism about securing grant funding necessary to take forward outstanding work.
- The Council's first Section 6 Biodiversity Duty Monitoring Report was submitted to the Welsh Government earlier this year.
- A council-wide Climate Emergency Action Plan is being developed
- The Council's regeneration activities in the city centre incorporates the development of green infrastructure and other environmental benefits.

Main points from our discussion and views:

- We are happy to hear about the impact that the scrutiny inquiry has had, helping to push the natural environment up the agenda, and face up to the challenges.
- We hope that the Council can move forward with the recruitment of a Section 6 Biodiversity Officer. We note that a Job Description has been prepared in anticipation of funding becoming available at some future date. I would welcome a meeting with yourself and relevant officers to discuss how this could be progressed.



- We note that budget was identified to enable the appointment of a part-time temporary Planning Ecologist in December, and would support the conversion of that post as permanent, crucial to our nature conservation aims.
- Relevant to inquiry recommendations 4 and 5, we welcome the delivery of biodiversity training events for councillors, officers, and the public, as appropriate.
- We hope that inquiry recommendation 9, asking for an assessment of verges where mowing and spraying could be stopped, can be taken forward. Arising from our discussion on COVID-19 impacts and environmental lessons and opportunities, which we have written to you and the Cabinet Member for Environment Enhancement & Infrastructure Management separately on, we would like to see a member of the Panel, together with relevant Cabinet Members, officers, and other stakeholders come together to discuss a new approach to grass and weed cutting in Council-owned parks, gardens, and road-side verges that will enhance the natural environment and biodiversity.
- Relating to inquiry recommendation 16, in which we asked that the Council continues to nurture good working relationships with relevant external agencies, we note the absence of RSPB Cymru and Plantlife in the list of organisations shown in the action plan and would suggest their inclusion in our network.
- When the relevant project officer(s) is appointed, we would encourage greater collaboration between the Council and Community Councils, who also do good work to manage and protect the natural environment, so that there is a sharing of learning and expertise, and co-ordinated efforts to improve community engagement.
- Our work with schools on biodiversity should also include a focus on litter and the damage it can do to the environment. However, we accept that littering is not confined to children. We noted Council activities around anti-litter promotional campaigns and litter enforcement.
- The establishment of a Corporate Biodiversity Working Group is a positive step; however, it would help to have greater visibility of the work of the Group. The Panel would be happy to receive a regular report on progress to see the impact and difference it is making.
- The Council needs to carefully consider how any decisions to develop on green spaces are consistent with its commitments to the natural environment and biodiversity.

In conclusion, the Panel agreed that good progress has been made with the implementation of recommendations, and we were happy to conclude formal monitoring of the inquiry report. However, we will, as necessary, pick up on any specific issues of concern through the Panel's ongoing monitoring activities.

## **Your Response**

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

However, as noted above, the Panel would welcome any news on developments with grant funding and the appointment of projects officers, Section 6 Biodiversity Officer, and Planning Ecologist. We would also ask you to consider arrangements for the future reporting of progress on the Corporate Biodiversity Working Group to this Panel.

Yours sincerely,

### **COUNCILLOR PETER JONES**

Convener, Natural Environment Scrutiny Performance Panel

✉ [cllr.peter.jones@swansea.gov.uk](mailto:cllr.peter.jones@swansea.gov.uk)

# Agenda Item 11



## Scrutiny Programme Committee – 17 November 2020

### **Date and Time of Upcoming Scrutiny Panel Meetings**

#### **17 November – 14 December**

- a) 19 November at 4.00pm – Education Scrutiny Performance Panel
- b) 26 November at 2.00pm – Education Through Regional Working (ERW) Scrutiny Councillor Group
- c) 14 December at 10.00am – Service Improvement & Finance Scrutiny Performance Panel
- d) 14 December at 3.00pm – Natural Environment Scrutiny Performance Panel

Meetings will be held remotely via MS Teams