



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Programme Committee

**At:** Remotely via Microsoft Teams

**On:** Tuesday, 19 October 2021

**Time:** 4.00 pm

**Chair:** Councillor Peter Black CBE

#### **Membership:**

Councillors: C Anderson, E W Fitzgerald, D W Helliwell, T J Hennegan, P K Jones, H Lawson, W G Lewis, C E Lloyd, S Pritchard, G J Tanner, W G Thomas and T M White

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

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

**Watch Online:** <https://bit.ly/3kqfA8D>

---

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

### Agenda

Page No.

**1 Apologies for Absence.**

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

[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)

**3 Prohibition of Whipped Votes and Declaration of Party Whips.**

**4 Minutes.**

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

1 - 5

**5 Public Question Time.**

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

<b>6</b>	<b>Update on 'Swansea - Achieving Better Together' (Recovery &amp; Transformation Plan).</b>	<b>6 - 30</b>
<b>7</b>	<b>Annual Report - Corporate Safeguarding 2020/21.</b>	<b>31 - 63</b>
<b>8</b>	<b>Governance &amp; Audit Committee Annual Report 2020-21 &amp; Committee Work Plan (For Information).</b>	<b>64 - 88</b>
<b>9</b>	<b>Scrutiny Performance Panel Progress Report: Child &amp; Family Services (Councillor Paxton Hood-Williams, Convener).</b>	<b>89 - 95</b>
<b>10</b>	<b>Membership of Scrutiny Panels and Working Groups.</b>	<b>96 - 97</b>
<b>11</b>	<b>Scrutiny Work Programme.</b> Discussion on: a) Committee Work Plan. b) Opportunities for Pre-Decision Scrutiny. c) Progress with Scrutiny Panels and Working Groups.	<b>98 - 128</b>
<b>12</b>	<b>Scrutiny Letters.</b>	<b>129 - 158</b>
<b>13</b>	<b>Date and Time of Upcoming Panel / Working Group Meetings.</b>	<b>159</b>

**Next Meeting:** Tuesday, 16 November 2021 at 4.00 pm

*Huw Evans*

**Huw Evans**  
**Head of Democratic Services**  
**Wednesday, 13<sup>th</sup> October 2021**  
**Contact: Democratic Services - Tel (01792) 636923**

# Agenda Item 4



City and County of Swansea

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

Remotely via Microsoft Teams

Tuesday, 14 September 2021 at 4.00 pm

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

**Councillor(s)**

E W Fitzgerald  
P K Jones  
S Pritchard  
T M White

**Councillor(s)**

D W Helliwell  
H Lawson  
G J Tanner

**Councillor(s)**

T J Hennegan  
W G Lewis  
W G Thomas

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

D Anderson-Thomas      A Roberts

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

C A Holley      S M Jones      J W Jones

**Also Present**

Councillor Mark Thomas      Cabinet Member for Environment Enhancement & Infrastructure Management  
Councillor Andrea Lewis      Cabinet Member for Climate Change & Service Transformation

**Officer(s)**

Jeremy Davies      Group Leader Parks and Cleansing  
Scott Dummett      Lead Lawyer  
Kate Jones      Democratic Services Officer  
Brij Madahar      Scrutiny Team Leader  
Antony Moss      Energy Manger  
Alex O'Brien      Property Manager  
Stuart Willingale      Team Leader Cleansing Strategy

**Apologies for Absence**

Councillor(s): C Anderson and C E Lloyd

Councillor Co-opted Members: P R Hood-Williams and L R Jones

---

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

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

**38 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.

**39 Minutes.**

**Resolved** that the Minutes of the Scrutiny Programme Committee held on the 17 August 2021 be approved and signed as a correct record.

**40 Public Question Time.**

There were no public questions.

**41 Scrutiny of Cabinet Member Portfolio Responsibilities.**

**Litter and Community Cleansing**

The Cabinet Member for Environment Enhancement & Infrastructure Management and Officers were present for the consideration of the report on Litter and Community Cleansing.

The Cabinet Member highlighted the impact of the pandemic on both the service and staff and thanked all staff for their continued work and effort during such a tough period. There had been an unprecedented amount of litter as well as the restrictions on the amount of staff that could travel in a vehicle together. There was still some catch up ongoing and 15 extra staff had been employed.

The Committee acknowledged that the work of staff had been exemplary during the pandemic, and also praised the work of individual members helping to tackle litter in their wards.

Questions and Discussions focussed on the following: -

- Performance and Trends in respect of Local Environmental Audit & Management System (LEAMS) – this was a monitoring method of grading the cleanliness of streets which was checked and verified independently
- Use of Community Councillor budgets for cleansing services – costing and level of service provided
- Service response to litter and community cleansing issues– the service aimed to deal with urgent requests within 1 day and standard requests within 5 days
- Fly-tipping – resources to tackle fly tipping and comparisons to neighbouring authorities. Process of dealing with repeat offenders of fly tipping and unlicensed waste carriers – noted a recent joint operation with South Wales Police the results of which were due to be published shortly
- Dog fouling – the Council adopted an approach of engagement, education then enforcement as a final resort, the difficulties of enforcing and catching offenders were highlighted
- Enforcement – discussion around publicising fixed penalty notices as a deterrent as well as consideration of public messaging e.g. warnings of



prosecution on Council vehicles. Noted that the 'Don't be a Tosser' campaign had got people's attention.

- Litter & Drainage - cleaning top of drain covers – currently being incorporated into routine check for the street cleansing team to free up gully teams for blocked drains – an enhanced service was provided for about 3 months during the leaf fall season
- Improvement – heard that service is currently working on a project of digital solutions for cleansing which will link fly-tipping, bulky waste collections etc.
- Effect of littering on wildlife – discussed possibility of greater public awareness raising of the effect of littering on wildlife
- Beach litter picking – told of very high levels of litter picking especially during the summer season particularly during the last 2 summers during the pandemic with numerous parties on beaches – discussion on possibility of litter picking at an earlier time so the beaches were clean for the early morning swimmers
- Neighbourhood Environmental Action Team (NEAT) – no plan to restart at present, but it was very popular and all were very keen to restart once Social Services could confirm it was possible and safe to do so

### **Energy Policy incl. Generation, Supply & District Heating**

The Cabinet Member for Climate Change and Service Transformation and Officers were present for the consideration of the report on Litter and the Energy Strategy

Councillor Lewis thanked the team for their work in this area, they were a small team who she stated were doing extraordinary things.

Questions and Discussions focussed on the following: -

- Governance - membership and governance of Climate Change Programme Board and the Climate Change Steering Group
- Council's Gas Supply - Clarification of green gas, the difference between green gas and natural gas and the extent to which it is being used
- Future of the grid and power sources such as hydrogen, green gases etc. – ever evolving area with constantly advancing technology
- Proposal, being led by the University, for a hydrogen fuelling station on Fabian Way
- Mini Hydro turbines in docks area, and looking at possibilities of using weir's of rivers
- Progress on Tidal Lagoon – The Council was committed to Dragon Energy Island and a bid had recently been submitted to the UK Government Community Generation Fund to help prepare an outline business case
- Use of £1.3 Million for a Re:fit Cymru (Energy Efficiency) Phase 1 project – upgrade LED lighting, building insulation, solar panels on roofs etc.
- Progress on Solar Farm – it was anticipated that the planning application would be presented around January 2022
- Possibility of re-introduction of subsidy on low energy light bulbs
- What Local Authorities could do to support the climate change crisis further and what resources, funding and powers they would need to do more – role for

members to promote the agenda in the community i.e. supporting businesses to get grants etc.

The Chair thanked the Cabinet Members and Officers

**Resolved** that the Chair of the Scrutiny Programme Committee write to the Cabinet Members, reflecting the discussions and sharing the views of the Committee.

**42 Scrutiny Performance Panel Progress Report: Adult Services (Councillor Sue Jones, Convener).**

Councillor Sue Jones, Convener, presented the Adult Services Performance Panel Update Report.

Further to the written report provided she specifically expressed concern for the future of social care and highlighted that with day services not being up and running fully, carers for people with learning disabilities were having problems accessing day services. She also thanked all staff for their efforts.

The Chair thanked Councillor Sue Jones for the update.

**Resolved** that the update be noted.

**43 Scrutiny Dispatches - Impact Report.**

The Chair presented the Scrutiny Dispatches – Impact Report

**Resolved** that Scrutiny Dispatches – Impact Report proceed to Council.

**44 Membership of Scrutiny Panels and Working Groups.**

The Chair presented a report on the Membership of Scrutiny Panels and Working Groups.

**Resolved** that the membership of the Healthy City Scrutiny Working Group be approved as outlined in the report.

**45 Scrutiny Work Programme.**

The Chair presented a report on the Scrutiny Work Programme.

The next Scrutiny Programme Committee was scheduled for 19 October 2021. The main items scheduled were Recovery & Transformation Plan Progress Update and the Annual Corporate Safeguarding Report. The Chair of the Governance and Audit Committee was also scheduled to attend.

**Resolved** that the report be noted.

**46 Scrutiny Letters.**

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

A letter was included from the Bus Services Working Group, this would be rolled over to the next meeting in order for Councillor Lyndon Jones, Convenor, to speak to the Committee about the work of the Working Group.

**Resolved** that the correspondence relating to the Bus Services Working Group be deferred to the next meeting for discussion.

**47 Date and Time of Upcoming Panel / Working Group Meetings.**

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

The meeting ended at 5.30 pm

**Chair**

# Agenda Item 6



## Report of the Chair

Scrutiny Programme Committee – 19 October 2021

### Update on 'Swansea - Achieving Better Together' (Recovery & Transformation Plan)

<b>Purpose:</b>	The Committee will receive an update on progress in delivering the Council's Recovery & Transformation Plan 'Swansea – Achieving Better Together'.
<b>Content:</b>	Attending to talk to the Committee about progress: <ul style="list-style-type: none"><li>• Councillor Rob Stewart - Leader of the Council</li><li>• Councillor Andrea Lewis – Cabinet Member for Climate Change &amp; Service Transformation</li><li>• Adam Hill – Deputy Chief Executive</li><li>• Marlyn Dickson – Strategic Change Programme Manager</li></ul>
<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 Rob Stewart, Leader of the Council
<b>Lead Officer:</b>	Adam Hill, Deputy Chief Executive
<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 work plan has included a regular focus on the Council's COVID-19 response and recovery, with input from lead Cabinet Member(s) and officers, in order to monitor and challenge Council action.
- 1.2 In March 2021, the Committee received an update on the latest position on how the Council is dealing with COVID-19, and hearing about progress with the Council's Recovery and Transformation Plan 'Swansea – Achieving Better Together'.

- 1.3 The Committee's letter to the Leader of the Council, dated 6 April, is **appended**. The Committee then noted that the recovery phase is well underway and work streams in place, working through the actions associated with their agendas, and that reporting mechanisms and governance boards were also in place. The Committee intended to keep a watching brief on the recovery and transformation plan, and monitor progress against the key recovery objectives and milestones, that will aid assessment of success.
- 1.4 The following will attend the meeting to talk to the Committee about progress and achievements, and address any questions arising:
- Councillor Rob Stewart - Leader of the Council
  - Councillor Andrea Lewis – Cabinet Member for Climate Change & Service Transformation
  - Adam Hill – Deputy Chief Executive
  - Marlyn Dickson – Strategic Change Programme Manager
- 1.5 A detailed report has been provided by the Leader to facilitate discussion – see **Appendix B**.

## **2. Legal Implications**

- 2.1 There are no legal implications from this covering report.

## **3. Financial Implications**

- 3.1 There are no financial implications from this covering report.

**Background Papers:** None

### **Appendices:**

Appendix A – Committee Letter to Leader dated 6 April 2021.

Appendix B – Report of the Cabinet Member for Economy, Finance & Strategy: 'Update on Swansea Achieving Better Together'.



**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/2020-21/6

06 April 2021

Summary: This is a letter from the Scrutiny Programme Committee to the Leader of the Council following the meeting of the Committee on 16 March 2021. It is about the Council's COVID-19 response and recovery plan. A response is not required.

Dear Councillor Stewart,

### **Scrutiny Programme Committee – 16 March**

The Committee is monitoring and challenging Council action in relation to the COVID-19 response and recovery. Thank you for attending the Scrutiny Programme Committee on 16 March 2021. The focus of the meeting was on receiving update on the latest position on how the Council is dealing with COVID-19, and hearing about progress with the Council's Recovery and Transformation Plan 'Swansea – Achieving Better Together'.

The Committee is grateful to the Chief Executive and Deputy Chief Executive for updating the Committee on the current situation and main headlines, and in terms of recovery telling us how things have developed since agreement of the plan by Cabinet last October, and in light of events how the plan is currently shaping.

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

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**  
**SWANSEA COUNCIL / CYNGOR ABERTAWE**  
 GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE  
[www.swansea.gov.uk](http://www.swansea.gov.uk) / [www.abertawe.gov.uk](http://www.abertawe.gov.uk)

## **COVID-19 Latest**

We were pleased to hear at the meeting about a steady decline in local case rates helped by continuing lockdown measures, with figures around 34 cases per 100,000 population. Although at the time of writing, we note that the case rate has increased again reminding us that we are not out of the woods.

The Committee was also pleased that the vaccination programme has been running at full pace and current figures indicate that in excess of 170,000 people across Swansea and Neath Port Talbot have received a first dose, with around a third of those having also received a second dose. We asked about the widely reported concerns on the Oxford-AstraZeneca vaccine and whether there may be an impact on vaccine take up.

It remains a subject of debate whether further peaks will be experienced later in 2021, and will be affected by a range of factors including the impact of vaccinations, decisions about lockdown and release, and the unpredictability regarding possible new variants of concern. There is a view that whilst infections may increase we may see fewer deaths and serious illness with less impact on our health and social care services, but that remains to be seen.

The phased lifting of restrictions has now seen the reopening of our primary schools and secondary schools for a number of year groups, bringing about what could be described as a greater sense of 'normality' despite ongoing restrictions. We note the Welsh Government's plan to further ease restrictions in the coming weeks.

## **Recovery and Transformation Plan 'Swansea – Achieving Better Together'.**

The Recovery and Transformation Plan has replaced the Sustainable Swansea – Fit for the Future Strategy, which was the Council's long-term plan for transformation and change that had been in existence since 2013/14. The new Plan has been borne out of not only current circumstances and impact of the pandemic, but new challenges and opportunities arising from the new Local Government and Elections (Wales) Act 2021 as well as a changing national political landscape and economic uncertainty including from both COVID-19 and post-Brexit risks.

We noted that statutory guidance on the Local Government and Elections (Wales) Act 2021 was awaited, which features a range of new developments. This includes: the introduction of a general power of competence; new regional working mechanisms (Corporate Joint Committees); new performance management arrangements (including self-assessment and peer review); commitments to ensuring greater public participation in local democracy; and reforms to electoral arrangements (extending the vote to 16 and 17-year-olds, and foreign citizens who are legally resident in Wales).

The Committee heard that the continued impact of COVID-19 and the Council's necessary response has had an impact on progress since agreement by Cabinet in October 2020. However, there has been an opportunity to review and streamline governance arrangements for the Plan and refine the scope of the five workstreams, which will focus on Care Services, Education & Learning, Economy & Environment, Community Support, and Future Workforce & Equalities. The programme has been aligned to existing groups and meetings to improve efficiency and effectiveness of delivery.

We noted that there is an Organisational Cross-Cutting & Transformation officer Steering Group at the heart of the structure. It was clarified that whilst workstreams and associated sub-groups will have various inputs and involve a range of people and partners, internal and external, this will feed into the usual process of decision-making by Cabinet where required (and be available for scrutiny), with strategic overview and direction from a member / officer Recovery, Reshaping & Budget Strategy Board, ensuring that proper governance is being observed and reporting to appropriate bodies. For example, work carried out under the Economy & Environment workstream to develop COVID economic recovery action plan was being considered by Cabinet in March.

The report presented to the Committee provided a project progress update and description of planned activities / decisions in relation to each workstream. It also showed how Medium Term Financial Plan delivery targets are on target to be delivered for the financial year 2021/22. Overall, we noted that the recovery phase is well underway and that the workstreams are in place and working through the actions associated with their agendas, and that reporting mechanisms and governance boards were also in place.

We acknowledged the responsibility of officers to deliver the agreed Plan, but asked about the role of councillors other than executive members. Although noting the interface with Scrutiny and Audit the Committee queried the involvement of councillors generally and opportunities to input into the recovery work to inform and influence outcomes. We were told that each workstream and individual projects, as work progresses, would include the involvement of councillors through Policy Development Committees and workshops for wider awareness and engagement.

We also asked about specific workstreams and sought clarification on the various groups / organisations that would be involved, e.g. reference to a 'Third Sector Liaison Group' under the Community Support workstream, and Climate Change Working Group under the Economy & Environment workstream. We also highlighted the need for clear linkages between workstreams, e.g. across care services and education where issues may overlap such as transforming mental health services and safeguarding and well-being. Some clarification was also sought about the involvement / engagement with Health across relevant workstreams. We heard there is a



clear commitment to collaborative working (internally and externally, with the public and private sector), something that the COVID experience has strengthened, building on already good relationships between social services and education, and with health, avoiding duplication and making the most of resources so there is a more coherent single system approach to recovery and transformation. We agreed that post-COVID this joint working must not be lost.

Finally, recognition was once again paid to the workforce, in all roles, that together have kept people safe, kept the work of the Council going, supported those in need, and who will deliver the recovery and transformation.

### **Your Response**

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

We will of course return to the Recovery and Transformation Plan and will make arrangements for a progress report to the Committee later in the year, most likely around September 2021.

Yours sincerely,



**COUNCILLOR PETER BLACK**

Chair, Scrutiny Programme Committee

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



## Report of the Cabinet Member for Economy, Finance & Strategy

Scrutiny Programme Committee – 19<sup>th</sup> October 2021

### UPDATE ON SWANSEA ACHIEVING BETTER TOGETHER

<b>Purpose:</b>	This report provides an update on the Recovery and Transformation Plan. Swansea – Achieving Better Together.
<b>Policy Framework:</b>	Transformation and Future Council
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Report Author:</b>	Marlyn Dickson / Adam Hill
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### 1. Introduction

- 1.1 On 15th October 2020 Cabinet approved the new “From Recovery to Transformation” report detailing the 3 Phases from recovery through to the “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026”.
- 1.2 The information below sets out the background and current position with regards to the work programme.

#### 2.0 Background

- 2.1 The main purpose of the Achieving Better Together Programme is to ensure the council is sustainable, efficient and effective in what and how it delivers its services with the citizen at the heart of all that we do. We want to ensure the right services are available to our communities in the right way and at the right time for them.

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

2.3 The strategic aims of Swansea – Achieving Better Together 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 engagements with our residents and community
- To meet the aspirations and targets within the Medium Term Financial Plan.

2.4 The programme key reporting milestones to date:



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

Phase 1 – Short Term	Re-mobilise	Recovering, restarting & adapting a wide range of Council Services
Phase 2 – Medium Term	Refocus (Up to May 2022)	A strategic response to support the city to emerge and grow from the crisis delivering our corporate priorities
Phase 3 – Long Term (work in Phase 1 and 2 will support the actions in Phase 3)	Reshape (After May 2022)	Longer term City and County regeneration and development strategy

The work of both the Remobilise and Refocus phase have continued throughout the new pressures of the COVID pandemic and continued impact of COVID. The Councils response has had an impact on progress, however the work-streams have all worked through their agendas to Recover and Refocus the Council.

### 3.0 Recovery Well Underway

3.1 The council did not only maintain services throughout the pandemic but it is well underway on its journey to refocus the Council. Many of the services transitioned to working from home, the many capital and development programmes were maintained through the planning and preparation process. This ensured that 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.

3.2 The Achieving Better Together programme is clear in its message that the purpose of the programme is to enable a sustainable, efficient and effective organisation with the citizens of Swansea at the heart. The remobilise phase initiated a plan that done just that, it called on resources from across the organisation to support local residents, communities and businesses through the pandemic as a priority.

This included a range of interventions from:

- Food banks and support for those shielding
- Issuing grants to businesses and direct payments to carers, those self-isolating, or to parents for free school meals.
- A shift to online channels supported more residents completing online forms for service requests.

3.3 The Council was in a strong position going into the pandemic which enabled desk based staff to make the shift to homeworking easily. In addition, staff from across services got involved in volunteering or supporting vital work to help residents and businesses.

3.4 The Achieving Better Together Programme is contributing towards the achievement of the national well-being goals.

• *A prosperous Wales* – Supporting and training the Council's workforce to deliver transformed services that provides the most sustainable outcomes for residents.

• *A Resilient Wales* – The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy underpins our recovery from Covid-19 and aims in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint.

• *A Healthier Wales* – The programme work streams have projects in phase 2 – (Refocus) that aim to: encourage greater community ownership, improved health and wellbeing for staff, provide active lifestyle and healthy living for our citizens e.g. our approach to Housing and the Active Travel Project.

- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – The Community Response work-stream has a strong focus on community involvement. Projects include: supporting community volunteering, Local Area Coordinators expansion and working with third Sector and other statutory and non-statutory partners in Swansea and encourage the continuation of community relationships.
- *A Wales of vibrant culture and thriving Welsh language* – Through the coproduction framework we will establish a diverse forum for community volunteers to be involve in the decision-making process and give them an opportunity to express their views and opinions. The programme will improve the communication and engagement with communities, which includes welsh medium provision.
- *A globally responsible Wales* – The Achieving Better Together programme has a focus on the future and delivering social, environmental, cultural, economic and financial sustainability through the work-streams. Any decision making considers future impacts e.g. climate change.

3.5 The Re-mobilise phase set the 2021/22 budget and refreshed the MTFP. This work was undertaken in the Recovery, Reshaping and Budget Strategy Board and has been closely monitored each month from May 2021.

3.6 The current status for the MTFP delivery is positive and on target to be delivered for the financial year 2021/22. The MTFP delivery tracker is reviewed and issues or risk raised at the Recovery, Reshaping & Budget Strategy Board along with an overview of whether the delivery is on track.  
**See Appendix 1**

#### **4.0 Refocus Phase to Reshape Phase**

4.1 Phase 2 – Refocus is supporting the council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis.

4.2 The continued impact of COVID and the Councils response has had an impact on progress, however the work-streams have all worked through their agendas to refocus the Council. The streamlined Governance structure for phase 2 – Refocus can be found in **Appendix 2**

4.3 Work is ongoing in relation to the continued recovery, refocussing and reshaping the Council and is structured around the following work streams;

- Care Services
- Education and Learning

- Future Workforce and Equalities
  - Community Support
  - Economy and Environment
- 4.4 The Organisational, Cross Cutting and Transformation steering group ensures that the work streams can interact, avoid duplication and synergies are sustained across the Council. The work streams have been aligned to existing bodies, meetings and boards to maximise the outcomes that each can achieve. **See Appendix 3**
- 4.5 Phase 3 - Reshape will look beyond 2022, it will be subject to the 2022 elections and priorities of the new council, a new Chief Executive, corporate plan and strategy for the council.
- 4.6 During the preparation of phase 3 and delivery of phase 2 we are working towards:
- Developing the framework for the future delivery programme – Phase 3 of Achieving Better Together – Reshape.
  - Ensuring Strategies and action plans (housing, Schools, economy, social care) are embedded and change is visible and increasing in pace.
  - A reviewed and updated corporate plan
  - Ensuring the culture of the organisation is aligned to the delivery of the corporate plan
  - Ensure all priority service areas have new models of delivery maturing
  - Delivering a balanced budget and long term MTFP that is sustainable
- 4.7 The Achieving Better Together Programme recognises changes in strategic context, brought about by changes in both legislation and priority focus areas, including:
- Wellbeing of Future Generations Act
  - Local Government & Elections Wales Act
  - Additional Learning Needs Act
  - Regionalisation Agenda
  - City Deal & City Centre Regeneration (Swansea Central Phase 1)
  - Smart City and Digital Strategy
  - Responding to Climate Change
  - Ten years of Austerity
  - Covid-19 Pandemic
  - Brexit

The programme intends to meet these new challenges, building upon the successes already achieved as it progresses into phase 3 - Reshape.

4.8 The budget and medium term finance plan will progress through the normal process for approval and help to shape the recovery and focus of the work-streams for 2022/23. The financial planning timetable is available **Appendix 4**

**5.0 Governance**

5.1 The Recovery, Reshaping & Budget Strategy Board ('The Board'). The board sits monthly and focuses on strategic issues and high level risks that have been identified in relation to the programme. The governance structure, together with details of the membership of The Board, can be seen at **Appendix 2** The Board predominantly oversees and monitors three programmes of work:

- |    |   |
|----|---|
| 1. | Phase 2 (Refocus) of Achieving Better Together work-streams |
| 2. | The Medium Term Finance Plan                                |
| 3. | The Economic Recovery Fund                                  |

5.2 Monthly Organisational Cross Cutting & Transformation Steering Group ('Steering Group') sits below The Board. Detailed discussions are conducted at Steering Group meetings in relation to the activities of each Work-stream. Where significant risks / issues are identified at Steering Group, those issues are reported to 'The Board' and the relevant Work-stream Lead Officer may be invited to attend a meeting of The Board to provide information as required. Audit Wales have been invited to attend meetings of Steering Group and either attend or request documentation on a regular basis.



5.3 The Recovery, Reshaping & Budget Strategy Board and the Steering group have both meet on a Monthly basis. The actual dates are set out below:

<b>Steering Group (21/22)</b>	<b>Board (21/22)</b>
<b>17th March</b>	<b>14th April</b> (rescheduled from 8th April)
<b>27th April</b>	<b>12th May</b>
<b>25th May</b>	<b>9th June</b>
<b>22nd June</b>	<b>14th July</b>
<b>27th July</b>	<b>8th September</b>

<b>28<sup>th</sup> September</b>	<b>13<sup>th</sup> October</b> <i>(Budget)</i>
<b>26<sup>th</sup> October</b>	<b>10<sup>th</sup> November</b> <i>(Budget)</i>
<b>23<sup>rd</sup> November</b>	<b>8<sup>th</sup> December</b> <i>(Budget)</i>
<b>28<sup>th</sup> December</b>	<b>12<sup>th</sup> January</b>
<b>25<sup>th</sup> January</b>	<b>9<sup>th</sup> February</b>

5.4 To support the recovery and transformation a new post was created to project manage the process with the Deputy Chief Executive overseeing the strategy. The Strategic Change Programme Manager was welcomed into post on June 1<sup>st</sup> 2021.

## 6.0 Conclusions

6.1 This paper demonstrates that the recovery and refocus phase is well underway and that the working groups are in place and working through the actions associated with their agendas.

The reporting mechanisms and governance boards are in place and working well.

6.2 Due to the uncertainty with COVID implications, the Council has to be vigilant and prepared to revert to response mode if required. However, work is continuing to building the foundations and scope the work of that will be required of the work-streams for the reshaping phase post May 22, as well as undertaking recovery and refocus work.

## 7. Equality and Engagement Implications

7.1 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.

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

7.3 There are no equality and engagement implications associated with this report.

## 8. Financial Implications

8.1 There are no direct financial implications associated with this report itself. The programme, its governance and operational delivery, via the work-streams, will help provide the assurance mechanisms for the duration of the medium term finance plan and ultimately beyond, that the planned savings, but equally the correspondingly larger investment of new resources, will be delivered and resources targeted flexibly and appropriately as the wider environment and financial outlook for the public sector and the wider UK



and global economy evolves. The overriding aims are to achieve value for money, remain financially sustainable, directly aid and assist the recovery and ultimately achieve better outcomes, together.

**9. Legal Implications**

9.1 There are no legal implications associated with this report.

**Background Papers:** None.

**Appendices:**

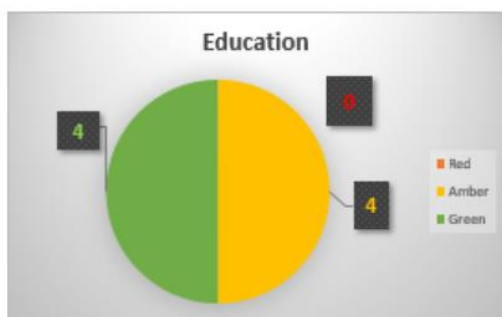
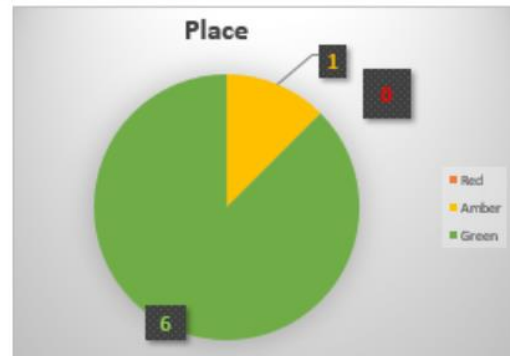
- Appendix 1** MTFP – September status
- Appendix 2** Governance Structure – Phase 2
- Appendix 3** Workstream Meeting Schedule
- Appendix 4** Medium Term Finance Plan Timetable

## Appendix 1 - Medium Term Finance Plan Current Status (Sept. 2021)

### MTFP Delivery Tracker Dashboard

Number of savings targets on target by RAG rating

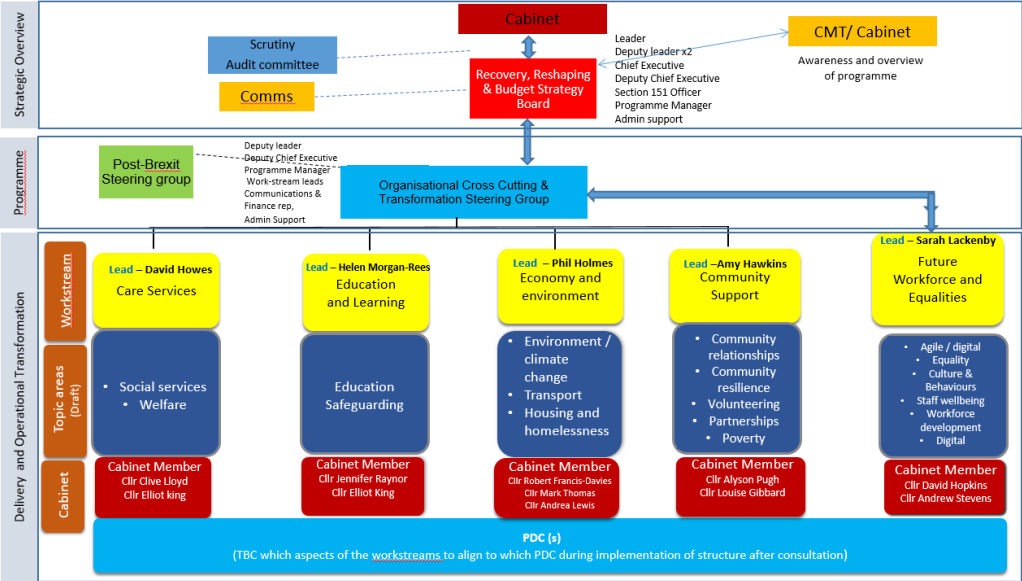
Red Not being achieved  
Amber Risk of Slipping  
Green On target



Area	Description	RAG	Plan to Return to Green - Actions
Resources	HR&OD - TU Facilities Time	Amber	Removed as an agreed target and will be adjusted in base budget
Place	CTU service become commercial operation within 2 year or externalise service (Cm/Ex13)	Amber	relocation of service to new depot has now taken place. Some challenges to achieve full saving due to delayed occupation.
Education	Review of Out of County placements / delivery model - dependent on additional special school places	Amber	Savings reflected in base budget and will be monitored through PFM. With delay in delivery of new build special school, savings target deferred by a year to reflect further additional special school places as part of proposed interim measures - but savings target should be deliverable through current proposals and with continuing good progress on interim measures.
Education	Home to School Transport - savings identified as part of wider focused scrutiny of nature and spread of educational provision - in addition to the early delivery of £62k post 16 savings in E19 above (unless savings are taken corporately and base budget reduced)	Amber	Savings reflected in base budget and will be monitored through PFM. It should be possible to further mitigate the scale of underlying demand and cost pressures across transport provision with continuing scrutiny and review of routes.
Education	ALN Transport - review of spread and nature of STF provision / review of assessment / processes to better promote independent travel and integrate provision with Social Services as part of wider corporate review, led by Transportation (unless savings are taken corporately and base budget reduced)	Amber	Savings reflected in base budget and will be monitored through PFM. It should be possible to further mitigate the scale of underlying demand and cost pressures in relation to ALN transport provision with continuing scrutiny and review of nature and spread of specialist provision.
Education	Review of demand and service pressures with need for still tighter mitigation actions to replace the savings targets within the existing MTFP which are undeliverable to the timescale required	Amber	Reflected in base budgets and will be monitored through PFM. The need to replace undeliverable savings targets in relation to new walking routes and earlier proposed increases in school meal prices (subsequently unsupported politically) presents a severe challenge against the scale of underlying demand and cost pressures facing non-delegated services. Whilst robust management action can further mitigate the scale of pressures, many are externally driven and inherently outside the control of the Directorate.
Social Services	1% reduction on staffing budget through vacancy management processes and maximising use of grant funding available. (This is predicated on an underspend in 20/21 to achieve this in future years)	Amber	This has been allocated to a holding code and will be apportioned to appropriate cost centres once more information is known around grant funding and vacancies, indications show we should know the position by the end of Q2.
Social Services	2.5% reduction on staffing budget through vacancy management processes and maximising use of grant funding available. (This is predicated on an underspend in 20/21 to achieve this in future years)	Amber	This has been allocated to a holding code and will be apportioned to appropriate cost centres once more information is known around grant funding and vacancies, indications show we should know the position by the end of Q2.

# Appendix 2 – Governance Structure

## Structure and governance



## Appendix 3 – Work-stream Meeting Agenda's

Care Services – (David Howes)

Workstreams topic areas	Name of group / board	Organiser / admin support	How often do they meet	Date of meetings if scheduled
Transforming Mental Health Services	Recovery board (Swansea Bay RPB) Chairs – Dave Howes/ Andrew Jarret/ Sian Harrop Griffiths	Lead Dai Roberts – health board Swansea Bay regional team	Bi monthly	17/11/20 19/01/21
Transforming Complex Care	Recovery board (Swansea Bay RPB) Chairs – Dave Howes/ Andrew Jarret/ Sian Harrop Griffiths	Lead – Cathy Dowling – health board Swansea Bay regional team	Bi monthly	17/11/20 19/01/21
Stabilisation and Reconstruction	Community Silver/ Gold (Swansea Bay RPB)	Chairs Dave Howes/ Andrew Jarret / Hillary Dover Swansea Bay regional team	Twice weekly silver Thrice weekly Gold	12/11/20 ongoing 13/11/20 ongoing
Remodelling Acute Health and Community Services	Community Silver/ Gold (Swansea Bay RPB)	Chairs Dave Howes/ Andrew Jarret / Hillary Dover Swansea Bay regional team	Twice weekly silver Thrice weekly Gold	12/11/20 ongoing 13/11/20 ongoing

**Education and Learning – (Helen Morgan-Rees)**

Workstreams topic areas	Name of group / board	Organiser / admin support	How often do they meet	Date of meetings if scheduled
Develop and embed the benefits of a blended learning approach to education	Continuity of Learning Strategy Group	Damien Beech	Monthly	16 <sup>th</sup> of the month
	Secondary Curriculum and Self-assessment Network	Rob Davies		Meeting Dec/Jan and Feb/March
	PSA Sub Group	David Bawden/Chris Rees	Twice yearly	Dates to be set
Develop and embed support for ALN learners within mainstream and in-County provision	ALN Strategic Board	Claire Griffiths	Half Termly	12/01/21, 15/04/21, 29/06/21
	Special School Task Group	Jo Holdsworth	Monthly	Second Thursday of the month
Safeguarding and wellbeing	HoS and Education Safeguarding Officer meetings	Kate Phillips/Lisa Collins	Monthly	18 <sup>th</sup> of the month
	Education PFM	Andrea Rees/Claire Griffiths	Monthly	Third Monday of the month
	Trade Unions	Natalie Gedrych	Monthly	First Tuesday of the month
	Education Business Meeting	Natalie Gedrych	Fortnightly	Every other Tuesday
	QEd Programme Board	John O'Brien	Monthly	Fourth Tuesday of the month
	QEd Delivery Group	John O'Brien	Monthly	First Wednesday of the month
Review of nature, location and flexibility of provision for learners and access to sustainable home to school transport	QEd Operational Meeting	John O'Brien	Monthly	Dates in the calendar
	QEd Programme Board	John O'Brien	Monthly	Fourth Tuesday of the month
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	Update to Strategic Leads Board from Pam Cole (Quality Assurance and Monitoring Team Lead)	Pam Cole	Twice yearly	Dates TBC
	Swansea Skills Partnership Sub Group	Andrea Rees/Claire Griffiths	Termly	09/02/21, 25/05/21
	EDSLT	Andrea Rees/Claire Griffiths	Half Termly	14/12/20, 11/01/21, 08/03/21, 12/04/21, 21/06/21

**Future Workforce and Equalities – (Sarah Lackenby)**

<b>Workstreams topic areas</b>	<b>Name of Group / board</b>	<b>Organiser /admin support</b>	<b>How often do they meet</b>	<b>Date of meetings if scheduled</b>
<b>Home working and Agile working</b>	Agile Working Task Group	Becky Jones	Monthly	25 <sup>th</sup> of each month
<b>Digital transformation and digital first approach</b>	Digital Board	Sarah Topliss	Monthly	Resuming from January 2021
<b>Workforce and organisational development plans (as part of recovery specifically linked to agile working)</b>	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 <sup>th</sup> of each month
<b>Review all policies to take account of new ways of working specifically linked to agile working</b>	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 <sup>th</sup> of each month
<b>Culture &amp; Behaviours (as part of recovery specifically linked to agile working)</b>	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 <sup>th</sup> of each month
<b>Staff wellbeing (as part of recovery specifically linked to agile working)</b>	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 <sup>th</sup> of each month
<b>Hours of work (as part of recovery specifically linked to agile working)</b>	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 <sup>th</sup> of each month
<b>More agile and effective decision making and bringing the learning into the development of our accountability framework</b>	Leadership Team CMT	Adam Hill / Gemma Huxtable	Monthly	

Community Support – (Amy Hawkins)

Workstreams topic areas	Name of group / board	Organiser / Admin support	How often do they meet	Date of meetings if scheduled
Engagement of communities in concerted actions that promote shared identity, social cohesion and broader self-understanding.	Community Response Third Sector Liaison Group Swansea Poverty Partnership Forum PSB	Amy Hawkins / Anthony Richards Jane Whitmore / Spencer Martin Anthony Richards / Sian Denty PSB Team	Weekly Monthly Quarterly Quarterly	Various
Reflect and address community concerns.	Friends of Forums (e.g. Halls and Parks) Community Buildings Network, Citizen's Panel, Family Support Network, Project Groups e.g. Copperworks	The groups are being mapped out via the Third Sector Compact Group	Various	Various
Facilitate, promote and influence joined up solutions within the Council, Third Sector and other statutory and non-statutory partners in Swansea and encourage the continuation of community relationships established both pre Covid and during the response.	Community Response Third Sector Liaison Group West Glamorgan Citizen Forum and Coproduction Group	Amy Hawkins / Anthony Richards Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team	Weekly Monthly Quarterly	Various
To work with the Third Sector to continue delivering quality projects and services with and for community members.	Third Sector Liaison Group West Glamorgan Citizen Forum and Coproduction Group	Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team	Monthly Quarterly	Various
Develop effective coproduction, consultation and communication mechanisms with partners supporting the various partnership groups, including; housing, poverty partnership forum and the Poverty Truth Commission.	West Glamorgan Citizen Forum and Coproduction Group Poverty Partnership Forum Swansea Coordinated Crisis Support Programme Swansea Food Poverty Network & Financial Inclusion Steering Group	SCVS / Regional Partnership Team Anthony Richards Tackling Poverty Service Tackling Poverty Service	Quarterly Quarterly Monthly Bi-monthly / Quarterly Monthly	January



Community Support – (Amy Hawkins) Continued.....

Workstreams topic areas	Name of group / board	Organiser / Admin support	How often do they meet	Date of meetings if scheduled
Develop effective coproduction, consultation and communication mechanisms with partners supporting the various partnership groups, including; housing, poverty partnership forum and the Poverty Truth Commission.	West Glamorgan Citizen Forum and Coproduction Group Poverty Partnership Forum Swansea Coordinated Crisis Support Programme Swansea Food Poverty Network & Financial Inclusion Steering Group Swansea Poverty Truth Commission	SCVS / Regional Partnership Team Anthony Richards Tackling Poverty Service Tackling Poverty Service SCVS & Partners	Quarterly Quarterly Monthly Bi-monthly / Quarterly Monthly	January
<u>Tackling Poverty</u> Monitor and review the provision of welfare to those affected and identify gaps or areas for focus To develop a joint, holistic response to poverty and population health To review and identify how the council can support residents in terms of Debt, poverty, financial support etc Identification of vulnerable people affected by or impacted on by the crisis To work with the Third sector and community groups to develop and promote volunteers' meaningful contributions to service delivery, sustainability and development of projects and initiatives.	Poverty Partnership Forum Swansea Coordinated Crisis Support Programme Swansea Food Poverty Network & Financial Inclusion Steering Group Swansea Poverty Truth Commission Financial Inclusion Steering Group	Anthony Richards Tackling Poverty Service Tackling Poverty Service SCVS & Partners	Quarterly Monthly Bi-monthly / Quarterly Monthly	January
To work with the Third sector and community groups to understand the future challenges and emergencies, and define and embed in plans the role they play in the future.	Third Sector Liaison Group Community Response West Glamorgan Citizen Forum and Coproduction Group	Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team Amy Hawkins / Anthony Richards	Monthly Weekly Weekly	Various



Community Support – (Amy Hawkins) Continued.....

Workstreams topic areas	Name of group / board	Organiser / Admin support	How often do they meet	Date of meetings if scheduled
To work with the Third sector and community groups to understand the future challenges and emergencies, and define and embed in plans the role they play in the future.	Third Sector Liaison Group Community Response West Glamorgan Citizen Forum and Coproduction Group	Jane Whitmore / Spencer Martin Amy Hawkins / Anthony Richards SCVS / Regional Partnership Team	Monthly Weekly Quarterly	Various
Formally recognise and celebrate the contribution and quality services of Third Sector and community organisations in Swansea.	Third Sector Liaison Group Regional Third Sector / Community Response Group Regional Recovery Board	Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team Regional Partnership Team	Monthly Weekly Bi-monthly	Various
To develop plans to connect volunteering opportunities within the Council.	Third Sector Liaison Group	Jane Whitmore / Spencer Martin	Monthly	Various
To consider future requirements for supporting the Third Sector.	Third Sector Liaison Group	Jane Whitmore / Spencer Martin	Monthly	Various
Work with the community to coproduce the recovery process.	West Glamorgan Citizen Forum and Coproduction Group	SCVS / Regional Partnership Team	Quarterly	Various

Economy and Environment - (Phil Holmes)

Workstreams topic areas	Name of Group	Organiser /Admin support	How often do they meet
Develop plans transport links and networks – working across the city, region and nationally	Regeneration Programme Board	Planning & City Regeneration	Monthly
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)?	Regeneration Swansea	Planning & City Regeneration	Monthly
Development of the digital infrastructure	Regeneration Programme Board	Planning & City Regeneration	Monthly
Increase promotion and provision in active travel	Regeneration Programme Board	Planning & City Regeneration	Monthly
Lead the development and attraction of big business to stimulate development and workforce	Regeneration Programme Board	Planning & City Regeneration	Monthly
Aspirational to real development plans to attract inward investment	Regeneration Swansea	Planning & City Regeneration	Monthly
Joint strategy and action plan with BID to help offer support to new business and links to development and innovation schemes	Regeneration Swansea	Planning & City Regeneration	Monthly
Develop a strategy for encouraging or building new homes	Housing Futures Programme Board	Housing & Public Protection	Monthly
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).	Regeneration Swansea	Planning & City Regeneration	Monthly
Improving the standards of private rental sector and social rental sector	Regional Housing Partnership	Housing & Public Protection	Monthly
Support the homeless in provision of housing and support services	Regional Housing Partnership	Housing & Public Protection	Monthly

**Economy and Environment - (Phil Holmes) Continued**

<b>Workstreams topic areas</b>	<b>Name of Group</b>	<b>Organiser /Admin support</b>	<b>How often do they meet</b>
<b>Improving the standards of private rental sector and social rental sector</b>	Regional Housing Partnership	Housing & Public Protection	Monthly
<b>Support the homeless in provision of housing and support services</b>	Regional Housing Partnership	Housing & Public Protection	Monthly
<b>Review the Council's Climate Change Action Plan</b>	Climate Change Working Group	Rachel Lewis	monthly
<b>Continue to review how we can reduce our impact on Climate Change within the services and operations</b>	Climate Change Working Group	Rachel Lewis	monthly
<b>How Swansea Council will ensure equality and maximise the support and assistance offered by service changes on residents and the community with protected characteristics</b>			

## Appendix 4 - Medium Term Finance Plan Timetable



## Four-Year Budget Process Project Timeline

Area of Work	Timeline and Date									
	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Reshaping Board budget scene setting and political steer on: Commercial / income aspiration, Council Tax levels, Priority service areas including vacancy monitoring / contract and waiver monitoring. This direction will guide next steps			11th	8th						
<b>Directors and HoS work on savings / commercial proposals using MTFP and tracker as the base. First draft of issues to CMT in October</b>				29/30th						
CMT cross-Directorate discussion on proposals to ensure no double counting and to discuss priorities / resources / budget gaps / In Extremis-Stopping Services etc					6th					
<b>Directorates to discuss details with Cabinet Members</b>					By 13/14th					
<b>CFO paper on overall first draft proposals to CMT</b>			4th							
<b>UK Government 1 year Spending Review announced</b>						?				
<b>Budget week papers issued</b>				9th						
<b>Budget Reshaping Board Meetings – Directorates confirmed</b>					11th & 18th	3rd & 8th				
Autumn budget statement to Council (verbal)						4th				
Review of reserves to Council						4th				
Cabinet / CMT for plan B/C/D if gaps following budget week						25th				
Final proposals deadline						30th				
CMT on capital, revenue, consultation and EIA						24th				
First draft budget report						30th				
Corporate Briefing							2nd			
WG provisional budget – <b>may be b/fwd</b>							20			
Provisional Local Government Settlement - <b>may be b/fwd</b>							21			
Meeting with all Trade Unions							9-14			
Meeting with <b>Headteachers</b> and School Budget Forum							9-14			
Cabinet (Proposals and update)							16	20		
Public Consultation starts							17			
S188 Letter sent to Trade Unions							17			
Staff Consultation sessions start							17			
Budget adapted based on feedback								31		
Staff and Public Consultation end								31		
Final report to Corporate Briefing									3	
Final report to Cabinet									17	
Final budget to Council and setting of Council Tax										3
WG final budget										1
Final Local Government settlement										?
Reserve budget and Council Tax Council (if needed)										10
LEGAL DEADLINE										11

# Agenda Item 7



## Joint Report of the Cabinet Member for Adult Social Care & Community Health Services and Director of Social Services

Scrutiny Programme Committee – 19 October 2021

### Annual Report - Corporate Safeguarding 2020/21

<b>Purpose:</b>	This is the annual report on the Council's corporate safeguarding arrangements, which reviews the work programme of the Corporate Safeguarding Group during 2020/21.
<b>Policy Framework:</b>	<p>The Annual Report on Corporate Safeguarding is a review of the implementation of the Council's Corporate Safeguarding policy, which promotes a "Safeguarding as everyone's business" approach.</p> <p><a href="http://www.swansea.gov.uk/corporatesafeguarding">www.swansea.gov.uk/corporatesafeguarding</a></p> <p>Safeguarding people from harm is the number one corporate priority in the Council's Corporate Plan.</p> <p><a href="http://www.swansea.gov.uk/corporateimprovementplan">www.swansea.gov.uk/corporateimprovementplan</a></p>
<b>Consultation:</b>	This report was prepared after consultation with the Corporate Safeguarding Group.
<b>Recommendation(s):</b>	It is recommended that the Committee considers the Annual Report.
<b>Report Author:</b>	Simon Jones – Social Services Strategy & Performance Improvement Officer
<b>Finance Officer:</b>	Chris Davies
<b>Legal Officer:</b>	Lucy Moore

## 1. Introduction and Background

- 1.1 Every person has the right to be safe from harm, the opportunity to fulfil their full potential and to have their human rights and choices protected. The Council also recognises the high profile nature of safeguarding issues, and the important role of robust, effective corporate safeguarding arrangements.
- 1.2 Swansea Council's Corporate Plan has a Well-being Objective: Safeguarding People from Harm – so that our citizens are free from harm and exploitation. Through this well-being objective, "Safeguarding" is seen as a wider objective than the vital work of protection of the most vulnerable children and adults. This corporate priority also deals with public protection and citizen rights within the following:
- Protection from harm and neglect
  - Safety
  - Physical health, emotional well-being, and mental health
  - Human rights
  - Contribution to society
  - Social and economic well-being.
- 1.3 Swansea Council's Corporate Safeguarding Group was first set up in 2014 to lead on development and of corporate safeguarding policy, monitoring of policy implementation. This Group has met regularly - chaired by Director of Social Services, and attended by the lead Cabinet Member, with lead representatives from all services areas across the Council. The remit of the corporate safeguarding group covers both safeguarding children, and vulnerable adults from harm.
- 1.4 Regular progress reports are provided to Corporate Management Team on safeguarding performance. The Cabinet Member for Adult Social Care & Community Health Services, the Scrutiny Programme Committee and relevant Scrutiny Performance Panels also expect to receive regular information regarding safeguarding and on the work of the Corporate Safeguarding Group.
- 1.5 This Annual Report - Corporate Safeguarding 2020/21 (see **Appendix**) is an important part of this reporting cycle. The Annual Report aims to update on the work undertaken in relation to corporate arrangements for Safeguarding across the whole Council during the year 2020/21, covering seven key areas of activity. It also identifies work for the year ahead. It is a regular report to the Scrutiny Programme Committee for awareness and comment on progress, achievements and implementation of policy.

## 2. Financial Implications

- 2.1 There are no financial implications associated with this report.

### **3. Legal Implications**

- 3.1 There are no further legal implications other than those referred to in the body of the report.

#### **Background Papers:**

None

#### **Appendices:**

**Appendix 1** - Annual Report – Corporate Safeguarding 2020/21



## Annual Report – Corporate Safeguarding 2020/21

### Report of the Director of Social Services & Cabinet Member - Adult Social Care & Community Health Services on behalf of the Corporate Safeguarding Group

#### 1. Introduction

- 1.1 **Purpose** - this annual report aims to update Scrutiny Programme Committee on the work undertaken in relation to corporate arrangements for Safeguarding across the whole Council, during the year 2020/21.
- 1.2 **Corporate Safeguarding** - Swansea Council expects that vulnerable people in Swansea are kept safe and protected from abuse and neglect. Safeguarding vulnerable adults and children is both a corporate priority, and well-being strategic outcome within the Corporate Plan (2020-22). This is now widely understood as “everyone’s business”, by our leaders and elected members and our workforce,, partner organisations and the individuals who are carrying out work on behalf of the Council,
- 1.3 **Corporate arrangements-** - by implementing a corporate wide approach to safeguarding vulnerable people the Council has to ensure there are clear lines of responsibility and accountability in all service areas of the Council, and that we are involving representatives of partner organisations in this work. We have to be clear of how ‘Spot it, Report it!’, and how we work together in response.
- 1.4 **Covid Response-** 2020-21 has undoubtedly been a most challenging period for Swansea citizens, the Council, the workforce, the health and social care system and public services. There are so many good examples of how we have faced down these challenges by working together in safeguarding communities and the most vulnerable people. However there has been an impact on the work we intended to do, and this report reflects on this.

Social Services and Education, in particular, have faced some major challenges this year during the Covid-19 pandemic. How in the face of these challenges, our remarkable health and social care, schools and the wider public facing workforce in Swansea have shown great resilience, commitment and humanity to support our most vulnerable citizens during these extraordinarily difficult of times. All workers, whether employed directly by the Council, in the independent



and third sectors, all the unpaid carers, volunteers and other members of the community who help coproduce our services have made a vital contribution to meeting the care and support needs within communities. Throughout these unprecedented times, the Director of Social published a informing, reassuring and appreciative blog, daily in the critical early stages, moving to weekly in more recent time. Aside from the strategic meetings with partners, the Director and Cabinet member have held regular discussions with staff to hear first- hand their experiences, and to direct support. The wellbeing of our workforce has been and continues to be a priority.

[Coronavirus---Covid-19-Social-Services](#)

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



Figure 1 Swansea Model *“Doing nothing is not an option – Spot it, Report it!”*

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

The Social Services and Wellbeing (Wales) Act 2014 was implemented in April 2016. This Act and recently revised guidance has brought about changes in safeguarding arrangements, in particular the introduction of a 'Duty to Report', placed on all Council staff, and this wider public responsibility is reflected in corporate safeguarding policy, accompanied by new, revised mandatory training programme.

- 1.9 **Working in partnerships-** Clearly in order to address the new statutory requirements, and the wider range of safeguarding issues and concerns now present in our communities, it is necessary to ensure that the whole workforce, elected members, volunteers and partners are each informed and made aware of their public duty, and what is expected of us. By working together as a whole Council, we can ensure that all our activities and services are carried out by elected representatives, paid staff, partners, volunteers and providers who are all fully up to date and aware of their safeguarding roles and responsibilities to help protect our most vulnerable citizens.

1.10 **Updated key documents** - This annual report, with the accompanying appendices, intends to act as a full summary record of our progress in implementing a corporate approach to safeguarding our most vulnerable people from harm, which applies across the whole Council. Appended to this report are:

- **Appendix A.** Corporate Safeguarding Governance arrangements
- **Appendix B.** Terms of Reference for Corporate Safeguarding group
- **Appendix C.** Work programme –Corporate Safeguarding group
- **Appendix D.** Swansea Council's Named Safeguarding officers

## 2. Progress made during 2020/21

This next section considers progress within in the seven key areas of activity as set out in the Swansea model (Fig. 1).

### 2.1 Safe Governance

**2.1.1 Corporate Leadership** - As mentioned, Safeguarding is seen as everyone's business and as our number one corporate strategic priority. As a Council, we are confident that have a set of robust, arrangements for responding to and managing safeguarding concerns. This does not automatically mean a culture of safeguarding exists, work across the whole organisation and continues to improve. We have to ensure we have strong, effective corporate leadership in place to ensure that all staff know, understand and can apply what they know about safeguarding in all circumstances. In Swansea, we demonstrate safe leadership by having this clear policy framework, effective structures, lead roles across the whole Council and most of all by taking action as and when needed. Safe governance must operate across the whole Council and all structures, including Cabinet, Corporate Management Team, Scrutiny boards and partnership structures (see Appendix A).

**2.1.2 Swansea Council and Cabinet** - the Council has further strengthened governance and Management arrangements to drive forward safeguarding vulnerable people. Cabinet Member portfolios have been reviewed-with changes recently agreed by Council (November 2020). As a statutory requirement, the Council must have the opportunity to consider the Director of Social Services Annual Report.

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

**2.1.4 Corporate Safeguarding Group** - An effective corporate safeguarding culture requires strong, visible, leadership presence, ensuring that senior officer and their workforce receives positive, professional and consistent backing in carrying

out Council activities. This has been evident during this most difficult, challenging period, and though the vast range of actions taken in keeping people safe and well. All named safeguarding officers are working effectively together under the direction of a Corporate Safeguarding group, which meets quarterly, and is jointly chaired by the Director of Social Services David Howes and the Cabinet Member for Adult Social Care & Community Health Services –Cllr. Mark Child.

**2.1.5 Scrutiny Performance Panels** - Child and Family Services Scrutiny Performance Panel receives the Monthly Child and Family Services Performance report, and has a Work Programme to look in more depth on key issues. Similarly, Adult Services Scrutiny Performance Panel receives the Monthly Adult Services performance report, and also has a Work Programme to cover off key issues

**2.1.6 Regional Safeguarding** <http://www.wgsb.wales/>

Swansea Council is working within effective regional safeguarding board arrangements. Regional Safeguarding board publishes an annual plan setting out priority areas for the coming year. There is shared accountability for this plan across a range of partners, with targeted focus on preventative approaches, improving quality, performance reporting and learning lessons from practice reviews. [WGSB Annual Plan 20-21](#)

Swansea Council supports a range of campaigns and events, in particular during National Safeguarding Week.

**2.1.7 Governance & Audit Committee-** the Council's Governance Audit Committee is a requirement under the Local Government (Wales) Measure 2011, chaired by a lay member. Under the new Local Government and Elections Act Amongst the committee's duties is to review and assess the risk management, internal control and corporate governance arrangements of the Authority. Reports from Internal Audit on their work programme, and Corporate Business Performance on risk management, have been taken to recent Audit Committees. The enhanced role of Governance & Audit Committee provides an additional level of scrutiny and challenge, and Senior Managers are now expected to attend regularly to present on the risk and issues they are facing.

**2.1.8 Findings from Audit Wales Follow up review-** a number of proposals for Improvement were made by Audit Wales in their recent report on Swansea Council : [AuditWales FollowUpReview Swansea Feb2020](#)

Audit Wales found that Swansea Council has addressed most of the recommendations in our previous national and local safeguarding reports, but that we should strengthen some aspects of its corporate safeguarding arrangements: Broadly speaking, many of the issues highlighted in the most WAO report conclusions have already been addressed, or are being worked on

by work groups set up on behalf of the Corporate Safeguarding group. This report to Scrutiny Programme Committee provides additional detail on the progress made on these proposals for improvement.

**2.1.9 Follow up report to Governance & Audit Committee-** a report setting out a full summary of how Swansea is responding to the Audit Wales report's recommendations, and where progress is being made against the areas of improvement needed was presented to Child and Family Services Performance panel in and more recently to Governance & Audit Committee in July 2021: Governance&AuditReport\_July2021

**2.1.10 Section 135 Audit** - Swansea Council's Corporate Safeguarding group has requested that an annual Section 135 audit be carried out to gain assurance that arrangements are robust in all the Council's main service areas, and to identify improvements needed. The first exercise using a new regional tool, strives to develop our understanding of how well each service area within the Council manages their own corporate safeguarding responsibilities. Findings from this audit are now included in this annual report (see section on Delivering Safe Performance). Also findings are reported via the Council's Safeguarding Leads to the West Glamorgan Regional Safeguarding Board on an exception basis.

## **2.2 Safe Employment**

The Safeguarding Vulnerable Groups Act (2006) still applies in England and Wales. This Act aims to prevent those deemed unsuitable to work with children and vulnerable adults, from gaining access through work (whether paid or unpaid). The Act aimed to solve the failures identified by the 2004 Richard Inquiry.

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

**2.2.2 Commissioning and Procurement** –we expect all contractors, companies and individuals, carrying out work on behalf of the Council, to confirm that they comply with Swansea Council Safeguarding Policies, and this applied to their staff or their sub-contractors. All such employees must be made aware of their safeguarding responsibilities and duties, and when required provided with safeguarding awareness raising training. We now have developed a Safeguarding policy specifically for Contractors of the City and County of Swansea to detail the Council's expectations of partners and providers, and annexed to the contract. Safeguarding clauses are placed in all social care

contracts and inserted into other contracts where there are seen as relevant, together with a suitability questionnaire to ensure that all expectations are fully understood.

**2.2.3 Disclosure and Barring Service (DBS) policy** - The DBS Policy has recently been reviewed and updated and is awaiting agreement; alongside this, work is underway reviewing the procedure guide and letters for Managers/Schools. work in this area is carried out within the Council by a dedicate service centre, to assist Council managers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children. Safeguarding policy expects that job requirements for all new starters to the, for each position to be filled, are risk assessed to ensure a DBS check is completed where a requirement has been identified. A sub group is looking at improvements for ensuring DBS checks for contractors are completed in line with new DBS Policy and Risk Assessment.

**2.2.4 DBS Service Centre/ helpdesk** – in early 2020, the Service Centre Helpdesk took over all ID applications and verifications previously carried out in the contact centre. Alongside this, there is daily monitoring of compliance to ensure that verifications are tracked to completion. Monthly reports are sent to HR&OD Business Partners to raise any queries/issues directly with the business areas and to School Challenge Advisors.

**2.2.5 Volunteers** – the Council’s Volunteer guidance has also been reviewed, and updated for all central departments, Volunteer starter forms have been updated to include corporate safeguarding duties. People Policy Development Committee are supporting work on a broader Council strategy for volunteering building on the success of the community response to the Pandemic. We will have to ensure that volunteers can access the appropriate level of safeguarding training.

**2.2.6 Work identified for year ahead:**

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

## **2.3 Safe Workforce**

**2.3.1 New Workers** - all staff employed by Swansea Council , including new staff are expected to have an awareness and understanding of their own corporate safeguarding role, as a Council employee, and as a citizen. On commencement

of employment, all Council employees have to undertake a corporate induction and mandatory corporate safeguarding training, and be ready to prevent or report their concerns of possible abuse, when they work for the Authority or work on its behalf.

### 2.3.2 Communications -

Council employees have access to Safeguarding information and resources via StaffNet: <http://www.swansea.gov.uk/staffnet/safeguarding>

All Council staff are made aware of their duty to report concerns, through Staff Handbook and all staff are expected to be aware of the Named Safeguarding Persons in their respective service area (see Appendix D). These lead officers provide support to their staff teams in helping them identify, discuss and raise any signs of potential abuse, and to access the training and support they need.

### 2.3.3 Training Programme – Staff

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

#### a) E-Learning

- Safeguarding adults: this e-Learning module looks at different elements that contribute to keeping vulnerable adults safe, and how to recognise and report concerns.
- Safeguarding and protection of children: this e-Learning course helps staff learn how to recognise when a child may be suffering from abuse or neglect and what you can do to help.

b) **Training Levels 1 to 3** - mandatory safeguarding training has been developed across 3 levels to meet role specific requirements. All training materials across all levels has been updated to fully reflect new policy and the latest national guidance (in development. Child Protection Level 2 has been jointly delivered between Social Services and Education.

c) **Named Safeguarding Lead Training** – this programme is vital to Swansea’s approach in supporting service areas leads to gain knowledge and know- how which can be passed through to their own teams. This



training has now been transferred to virtual training and will be delivered from October 21.

- d) **Violence against women, domestic abuse and sexual violence (VAWDASV)** training within a National Training Framework is one of the key mechanisms for delivering the VAWDASV (Wales) Act 2015. As part of this act, the Council has a duty to train all our workforce, which is also a mandatory expectation on staff and elected members. As with safeguarding training, Swansea facilitates meeting this target with a combination e-learning face-to-face sessions to meet the range of needs

### **2.3.3 Training Programme – Elected Members**

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

### **2.3.4 Reporting on compliance**

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

### **2.3.5 Oracle Fusion**

Oracle is the Council's system for managing staff employment and training records, together with other resources such as budgets and assets. As there have been ICT resources needed to support Agile working during recent months, a decision was taken in April 2020 to delay implementation of the new Cloud based ERP system (Oracle Fusion) to support real-time record reporting and review of staff training and data checks. We therefore took the difficult decision to pause the programme. The change programme was relaunched in February 2021, and the team are currently planning a new go-live date in 2022.

### 2.3.6 Work identified for year ahead:

- Ensure named safeguarding officers and service areas are represented at the Corporate Safeguarding group meetings
- Continue roll out of revised mandatory training across Council through hybrid programme of e-learning, virtual and face to face options to meet diverse needs of service areas and employees
- To work with Fusion team to ensure safe and accurate transfer of current staff records and to look at solutions to tackle the reporting issues highlighted above

## 2.4 Safe Practice

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

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

### 2.4.3 How we implement Safe Practice in Swansea

#### 2.4.3a Rights of a Child

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

#### 2.4.3b Work with Children, Young People and Families

In Child and Family Services, the Signs of Safety Practice Framework is a whole systems approach embedded across the service, whilst adhering to the

prescriptive requirements of the Wales Safeguarding Children practice guidance.

In an effort to further embed our strengths-based approach, as planned children services underwent a full scale restructuring this year, through which we implemented a reclaiming social work design, introducing for example practice leaders as a separate function from team managers. Undergoing inspection during period of major restructure was an extraordinary challenge. The Inspection findings and feedback from the review team was both positive and constructive and further influenced our transformation plans.

### **2.4.3c Contextual Safeguarding**

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

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

### **2.4.3d Rights of Adults**

The embedding of human rights as part of the Council's approach. This can be demonstrated by our commitment to the Dublin Declaration which requires a whole Council approach to involvement, engagement and coproduction. The Pandemic means that more thought needs to be given to how we live and how we safeguard our wellbeing both as individuals and within communities. We are continuing to work closely with the Older Person's Commissioner's Office and CADR at Swansea University to ensure meaningful mechanisms for engagement of citizens 50+ within the "Live Well, Age Well Forum". Similar to work on engagement with Children and Young People, we have reflected upon our learning from engagement during the pandemic and refined the focus of our work on partnerships, rights-based policy the and involvement of stakeholders.

#### 2.4.3e **Collaborative Communication**

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

Access and Information Assistants in the CAP can also

- signpost to community-based services, such as local groups or charities.
- give information and Advice relating to care and support and assistance in accessing care and support
- Advise on how the care and support system operates in the local authority
- Advise on types of care and support available
- Explain how to access the care and support available
- Advise how to raise concerns about well-being of a person who appears to have needs for care and support.

#### 2.4.3f **Adult Safeguarding**

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

**2.4.3g Deprivation of Liberty Safeguards** – The Deprivation of Liberty Safeguards were introduced in 2009 to protect against arbitrary deprivations of liberty in hospitals and care homes. These safeguards provide a legal framework that helps to ensure that human rights are protected once notified by a Managing Authority the Local Authority has a duty to assess whether the restrictions are necessary in order to prevent harm to the person and proportionate to their needs. Swansea has significantly improved performance in relation to Deprivation of Liberty Safeguards (DoLS) through implementing dedicated team arrangements. Feedback suggests this has not only improved professional knowledge but is driving up standards and response times.

**2.4.4 Case Examples**

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

The following case studies reflect how by working in partnership and in new ways, the Council is in a stronger position to focus resources on more preventative and contextual approaches:

### Case Example (1): Domestic Abuse

Following the onset of the Covid-19 pandemic hit, there were frequent reports in the media of heightened domestic abuse rates, however this was not reflected in number of police reports or referrals into specialist services. Domestic abuse helplines were seeing record numbers of contacts, but this was not reflected locally and there were concerns that victims of domestic abuse were 'staying put', or feared that the 'stay at home' messaging would prevent them from leaving. In response to this, we prioritised awareness raising campaigns with a strong message that help was available and we developed multimedia campaigns linking to national campaigns and signposting to local support services. We also ensured that large-scale posters were on display in supermarket car parks and other public areas. Our Specialist Lead has worked with Microsoft to develop the first domestic abuse 'Chatbot' in Wales, which allowed professionals and members of the public to access round the clock information, advice and details of local support services in an interactive, anonymous way. We also secured funding to provide IT equipment and SMART phones to families affected by domestic abuse and additional target hardening equipment to reinforce the safety of the homes of high risk domestic abuse victims. We work closely with the Welsh Government, the Police and Crime Commissioner's office and other partners to identify funding opportunities and alternative ways to increase resilience of projects, including training wider staff to assist and opportunities to increase resource.

This year we have re-structured our early help offer in Swansea, which includes representation from South Wales Police as part of the Early Action Together programme and representatives from Health and Education. The aim of our early help offer is to ensure that children and young people are able to access the right support at the right time, from the right service to prevent escalation of need. We have continued to offer Domestic Abuse training to our staff. More than 1,000 members of staff have completed our training on Domestic Abuse awareness training and we have developed a new draft Special Leave policy for staff who have suffered from Domestic Abuse

### Case Example (2) Child and Family Early Help Hubs launched in April 2020

Early Help Hubs have been implemented in an interim format from 1st April 2020. to strengthen capacity and minimise the level of statutory intervention needed. There are now five co-located, multi-agency hubs, making use of the Signs of Wellbeing framework. The offer involves a multi-agency 'what matters' conversations at the front-door. The enhanced service also incorporates:

- Integrated Safeguarding Hub
- Access to YOS Services to improve behaviours and prevent family breakdown
- Use of multi-agency panels supporting preventative approaches

These Hubs strengthen partnership links to support joined up working and better step-down arrangements. The services is trialling the use and development of electronic 'auto-bot' responses to support queries around domestic abuse. Overall demand at social services social services front door (IIAA) is reduced as demand is re-directed to Early Help Hubs.

#### 2.4.5 Work identified for year ahead:

- To ensure quality audits on cases are completed within child and family and adult services, as well involving leads from all Council Departments within the next Section 135 audit cycle.

## 2.5 Safe Partnerships

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

2.5.2 **Covid Partnerships - Swansea Council and the West Glamorgan Regional Community Silver Command Group** has overseen a coordinated, regional response to the Covid-19 crisis over the past 18 months. Many staff regionally and locally within the Council have volunteered for new roles and key tasks to meet the range of challenges, often working in partnership with colleagues from the Local Authorities, Swansea Bay University Health Board and the third sector. Colleagues from building services have supported Social Services to ensure provision of the PPE required for health and social care staff in providing direct care to people living in their own homes, or in care homes. Corporate colleagues have worked with social services to ensure routine testing of care and support staff, and within Contact & Tracing, A large number of staff from across the Council have been involved in providing direct support to our most vulnerable citizens on a local basis, within communities.

#### 2.5.3 Safer Swansea strategy

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

2.5.3a **Hate Crime** - the prevention and reduction of Hate Crime and Community Tension Monitoring is one the five strategic priorities identified, which aims to prevent Hate Crime, support victims and improve a multi-agency responses to the problem. Our Hate Crime Stakeholder Action Plan' continues

to be managed and monitored through the Hate Crime Stakeholder Group and the Safer Swansea Partnership Steering Group.

**2.5.3b Victim Support-** the Council continued to support Hate Crime awareness week in October 2020 and signed up to Victim Support’s Charter. The Charter sets out in detail the rights of victims, and the commitments of organisations such as the Council in tackling Hate Crime, providing support and information for victims, and raising awareness of Hate Crime.

**2.5.3c PREVENT** Our PREVENT strategy and interventions programme target support to vulnerable individuals who may be at risk of radicalisation or being drawn into extremism. This is managed through a multi-agency (channel) partnership made up of organisations that have a legislative duty under the Counter Terrorism Act 2015

**2.5.4 Regional Safeguarding** - Swansea Council is working to ensure there is effective regional safeguarding board arrangements, established for the new West Glamorgan region, to replace the Western Bay boards. The Board will have a clear business plan setting out objectives and shared accountability across a range of partners, with targeted campaigns, promoting preventative approaches, performance reporting and learning lessons from practice reviews

**2.5.5 Case Examples- some other examples of safe partnerships working** across the Council:

**Case Example (1) Education**

Within Education, there is a rolling programme of child protection and safeguarding training delivered to all staff and school governors. There is a dedicated Education Child Protection and Safeguarding Officer. Safeguarding Audit visits are carried out with schools being re-visited on a three year rolling programme basis. Each school has a completed analysis of the visit with an action plan of issues that are identified in the visit. Through effective monitoring, education can provide a regular report on Education Safeguarding issues. Education and social services are now jointly delivering Level 2 Safeguarding Child/Protection training

**Case Example (2) Mayhill Response**

Whilst there is an independent review taking place, Multi agency teams across adult and children’s services, Tackling poverty, Local Area Coordinators have worked tirelessly alongside Place workers to provide a supportive, community based response to the recent Mayhill Incident. This work takes place alongside consideration of the unexpected death of a young adult under 21, the practice review involving partner agencies is already looking at potential improvements to practice



### 2.5.6 Work identified for year ahead:

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

## 2.6 Safe Voice

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

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

For example, by identifying best practice through our child protection and crisis work, using appreciative enquiries with children and families This framework is designed to ensure that all our safeguarding action is proportionate and timely, and that we built a culture committed to continual learning, checking by audits and professional development. Similar approaches are also taken place in Adult Services.

### 2.6.3 Looked after children

Children and Young People are benefitting from the work of the Safe LAC Reduction Operational Group (SLOG) and the staff that support the group's work. Everyone involved has been praised by the Head of Service, POs and Senior Management Team as it has achieved a month on month reduction in the LAC population since July 2020. This programme was set up last year to enable a whole service approach to getting children back with their families or otherwise achieving genuine permanence, safety and security until they reach adulthood. It was in response to escalating LAC numbers. The SLOG comprises of members from Permanence, SQU, SCP, FAFFT, Bays+ and has the facility to call in additional expertise as and when needed. It provides a unique forum of experts to support practitioners to address barriers and obstacles to support the development of care and support plans that can achieve permanence for our looked after children.

## 2.6.4 Case Examples

**Case Example (1) – Best life project** Corporate Parenting Board and Care Experienced Children and Young People (CYP) have recently developed what the key areas of a best life are, the main areas for development for each area, and who is going to take accountability for improving services around those themes. The next stage will be sub-groups unpicking the “hows” and reporting back to our care experienced population what we have done, what difference they should see and what we haven’t been able to do

### **Case Example (2) - Voice & Control –Children and Young People**

Covid-19 has meant new national guidance to staff, and huge challenges posed by the lockdown period have, at the same time, created opportunities to adapt and improve ways of working.

These themes are reflected within the Big Conversation.

Moving to digital platforms presented challenges for county-wide, and cross-county working with large numbers of children and young people. This period has enabled dialogue to review how this is facilitated in the future, e.g. how operations for listening to children and young people, and to ensure the policies refined to ensure they are fit for purpose and encompass new ways of working, e.g. Children’s Rights Scheme

## 2.6.5 Work identified for year ahead:

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

## 2.7 Delivering Safe Performance

The aim of this work area is to maintain a performance framework to support a full range of improvement activities in relation to Corporate Safeguarding.

### 2.7.1 Performance Framework

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

- Corporate Plan / Annual Review of Performance against each wellbeing objective
- Service Planning
- Corporate Risk Management
- Scrutiny Performance Panels

- National Performance/ Quality standards
- Corporate Performance reporting
- Self-assessment (section 135 audit)

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

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

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

#### **2.7.5 Role of Scrutiny Performance Panels**

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

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

#### **2.7.7 National Social Services Performance Framework**

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

#### **2.7.8 Other areas to note:**

**2.7.8a Director of Social Services Annual Report**- this report - a statutory requirement - sets out how Swansea Council is safeguarding and protecting

citizens through its social services and wellbeing functions, and presented to Council by the Director.

**2.7.8b Section 135 Audit Summary of Findings** – improvements identified from this year's S135 audit are incorporated into a revised work programme (**see Appendix C-**). Task groups, already established to support Swansea approach, are to take the programme forward and report progress cycle for task group leads to the Corporate Safeguarding group

**2.7.8c Learning Lessons** – Swansea has to seek to continuously improve practice and policy by apply the key learning points as they apply from Regional Child Practice and Adult Practice Reviews. The aim is that the potential improvements will be brought to the Corporate Safeguarding group and, where necessary, incorporated into the work programme.

**2.7.9 Work identified for year ahead**

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

**Appendices:**

- Appendix A. - Corporate Safeguarding Governance arrangements**
- Appendix B. - Terms of Reference for Corporate Safeguarding group**
- Appendix C. - Work programme –Corporate Safeguarding group**
- Appendix D. - Swansea Council's Named Safeguarding persons**

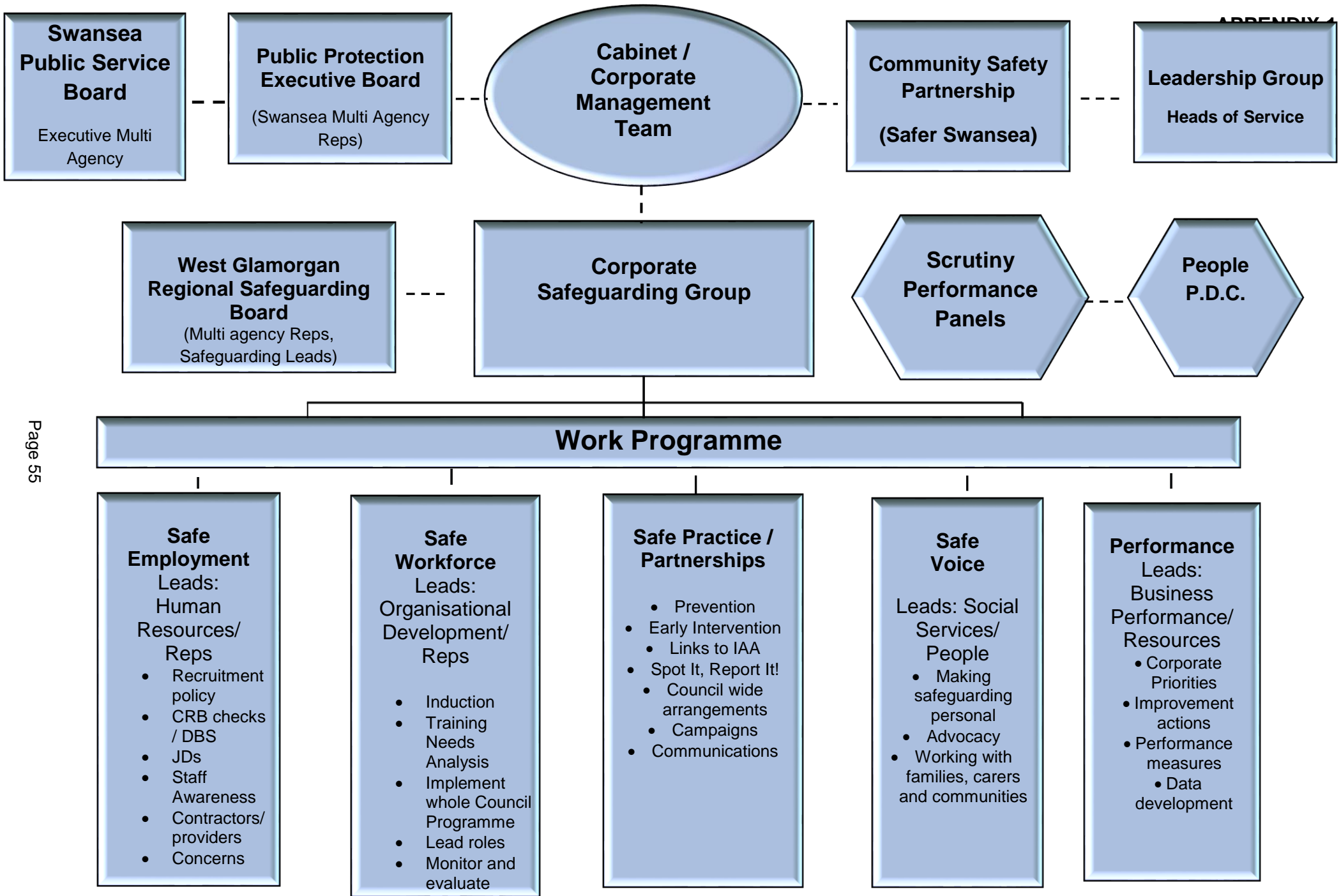


Figure 2. Safe Governance: Current structure (August 2021)

Swansea Corporate Safeguarding (Appendix A.)

## Appendix B. Terms of Reference for Corporate Safeguarding group



### Corporate Safeguarding Group TERMS OF REFERENCE v1 July 2018

#### 1. PURPOSE

Swansea Council's Corporate Safeguarding Group is the management and leadership group overseeing implementation of Corporate Safeguarding policy. The group provides 'safe governance' as set out in the policy, and, through an agreed work programme, aims to ensure that all Council service areas are operating effectively within this policy with robust safeguarding arrangement in place.

#### 2. FUNCTIONS / RESPONSIBILITIES

Swansea Council's Corporate Safeguarding Policy aims to protect the most vulnerable people in our communities, so it is vitally important that all staff, services and partner organisations are aware of how all the work of the Council contributes to safeguarding people in Swansea, and what is expected of them individually and collectively.

The Corporate safeguarding group will lead and co-ordinate a work programme to embed 'everybody's business' approach to corporate safeguarding, and to deliver actions in support of the Council's the Council's strategic objectives and corporate priorities, in particular our safeguarding vulnerable people in Swansea.

The group also supports delivery of national and local outcomes, and promotes ways of working under the Well-being of Future Generations (Wales) Act 2015, and this includes a focus on prevention and collaboration.

To enable a diverse range of statutory partners, agencies and groups to work together effectively to deliver the agreed programme of work

This group, through a range of activities set out in the work programme, can give assurances to members of the public, service users, councillors, employees and people working on behalf of the Council that there are clear arrangements in place to safeguard and protect children and adults:

- statutory functions of safeguarding adults and children are carried out in line with guidance and Part 7 Code of Practice within the Social Services and Well-being (Wales) Act 2014.
- compliance in all areas of safeguarding policy, and in particular mandatory training of staff and elected members, and the duty to report any safeguarding concerns about vulnerable adults and children, and to investigate concerns as necessary.
- service designated safeguarding leads can give and account for the delivery of the Councils policy and corporate priority outcomes in relation to safeguarding to this group and to other management meetings
- escalating trends, concerns or issues to Safeguarding Boards or other relevant Boards regionally or locally

The current work programme is agreed and implemented in support of these objectives

### 3. MEETING ARRANGEMENTS

**Frequency:** Quarterly

**Chair:** David Howes – Director of Social Services, Swansea Council

Mark Child - Cabinet Member for Care, Health and Ageing Well is invited to attend all meetings.

Meetings will be supported and administered by business support, People Hub

Agenda is distributed to members at least 3 working days prior to the meeting.

An action log of each meeting is distributed to all leads/ group members, and actions to be completed are reviewed at every meeting.

Any requests for additional meetings or specific agenda items can be addressed to the Chair.

### 4. MEMBERSHIP

The membership of the Steering Group comprises of safeguarding lead officers (social services), cabinet member, designated safeguarding lead officer (all service areas) and business support.

A safeguarding contact list is kept up to date by business support, as this resource is made available via Staff Intranet pages, and via a link within the relevant eLearning courses.

### 5. ATTENDANCE/DEPUTISING ARRANGEMENTS

Leads are obliged to attend regularly, and/or to identify and ensure attendance of an appropriately senior representative in their absence.

## **6. TASK GROUPS**

The Corporate Safeguarding Group has a work programme, in which task groups have been set up deliver on several policy areas, and to report on progress achieved:

- Safe Employment
- Safe Training
- Safe Practice / Safe Partnerships combines
- Safe Voice
- Safe Performance

## **7. Governance**

The Corporate Safeguarding group reports and accountable to Corporate Management Team.

A full governance structure is included in the Council's Corporate Safeguarding Policy.



Appendix C: CORPORATE SAFEGUARDING GROUP WORK PROGRAMME/ WORK GROUPS (2020/21)

WORK GROUP	AIM OF GROUP	SCOPE OF WORK
<p><b>1. Safe Employment</b> Lead Officer: Nicola Reid</p>	<p>To ensure safe employment practices are in place to safeguard vulnerable children and adults.</p>	<ol style="list-style-type: none"> <li>1. Updating safeguarding elements within Council recruitment policy and staff handbook.</li> <li>2. Ensure DBS checks are undertaken for roles that have identified as required and review of DBS processes/policies – who reviews decision on DBS risk assessments and the need for this.</li> <li>3. Safeguarding roles and responsibilities are reflected with all Job Descriptions</li> <li>4. For all contractors to confirm that they comply with Swansea Council Safeguarding Policies and their staff or their sub-contractors staff are aware of their responsibilities and duties and when required provided or able to provide safeguarding awareness raising and training.</li> </ol>
<p><b>2. Safe Workforce</b> Lead Officer: Teresa Mylan Rees</p>	<p>To ensure that all Staff, Elected Members across SC directorates as well as our Foster Carers, Direct payment PA's and commissioned providers are trained/qualified to the appropriate level and therefore aware of their responsibilities and duties to report regarding the safeguarding of Adults and Children. To ensure SC has a register of Safeguarding leads in each area and that each area has a Named Safeguarding person (NSP).</p>	<ol style="list-style-type: none"> <li>1. Identification of Named Safeguarding person role within each service and development of system within Safe workforce group to keep this updated</li> <li>2. Named Safeguarding person (NSP) training to be designed and delivered across Adult and Child and Family Services Named Safeguarding Person training (children) and named safeguarding person training (Adults), Safeguarding Adults Non Criminal Investigation Training Level 4</li> <li>3. Insuring all Council Staff know their safeguarding responsibilities through the Induction Process via corporate induction and managers across directorates and teams. Safeguarding training provides staff with guidance on how to raise concerns through existing policies and procedures: <ul style="list-style-type: none"> <li>o Corporate Induction</li> <li>o Social Services</li> <li>o Housing</li> <li>o Elected Members</li> <li>o Education</li> <li>o Place</li> <li>o Resources</li> </ul> </li> </ol> <p>Set up a process and system to enable a consistent approach to collate and monitor mandatory safeguarding training and associated</p>

<p>Safe Workforce cont.</p>		<p>training relating to statutory reporting responsibilities e.g. VAWDASV group 1 (face to face or e-learning), Modern slavery awareness.</p> <ol style="list-style-type: none"> <li>4. Carry out training needs analysis within service to ensure all service area managers and employees receive the appropriate level of safeguarding e-learning or face to face corporate mandatory training ,( level 2 child protection/safeguarding, level 2 safeguarding adults, level 3 child protection/safeguarding, level 3 safeguarding adults)</li> <li>5. All Council elected members undertake safeguarding training / e-learning</li> <li>6. Reporting on regional safeguarding developments / safeguarding campaigns – National Safeguarding Week, CSE Day, Facilitation of practice learning events for relevant professional</li> <li>7. Ensure that all training reflects current legislative and policy objectives at a national, regional and local levels</li> <li>8. To have a realistic and achievable target for staff completion of mandatory safeguarding training</li> </ol>
<p><b>3. Safe Practice &amp; Safe Partnerships</b> Lead Officer: Damian Rees</p>	<p>Ensure safe practice across Swansea in respect of responding and reporting to safeguarding matters</p>	<p>S.135 Compliance audit to be completed and include adult services as well as all Council Departments</p>
<p><b>4. Safe Voice</b> Lead Officer: Ffion Larsen</p>	<p>Ensure individuals have a “safe voice” on safeguarding matters by providing stronger voice, real control over the support they receive and remove any barriers to achieving their wellbeing outcomes. Also ensure that individuals feel that they are equal partners in the process and that intervention is meaningful. There will be focus on early intervention to prevent needs escalating</p>	<ol style="list-style-type: none"> <li>1. Ensure that Covid 19 changes in practices and policies focuses on safeguarding and the voice of the individual.</li> <li>2. Ensure that every conversation matters by working to ensure meaningful interventions at every level</li> <li>3. Provide accessible information to support participation and understanding.</li> <li>4. Collaborative Communication: embed a person centred approach Adult SW practice, including safeguarding, by placing the individual central to the safeguarding. Ensuring needs, goals and outcomes are captured.</li> <li>5. Emphasis of making safeguarding personal in adult services to ensure the process is meaningful for individuals with emphasis on prevention and early intervention.</li> <li>6. Develop tools for practitioners to support a person centred approach to collaborative communication and safeguarding.</li> <li>7. Focus on qualitative reporting on outcomes and well as qualitative measures. Develop an auditing and quality assurance framework</li> <li>8. Ensure that individuals are aware of their rights and their human rights</li> <li>9. Educate partners on the need to be person centred</li> </ol>

<p><b>5. Safe Performance</b> Lead Officer: Simon Jones</p>	<p>To develop and implement a performance framework to cover full range of improvement activities in relation to Corporate Safeguarding</p>	<ol style="list-style-type: none"> <li>1. Framework of performance / improvement activities linked to Corporate safeguarding (Golden thread)</li> <li>2. Complete the Annual review of Performance – Corporate Plan/ Annual Report</li> <li>3. Update and publish latest version of Corporate Safeguarding Policy</li> <li>4. Support data development in the reporting of suite of key performance measures to Senior Managers/ Elected Members</li> <li>5. Regulatory compliance for corporate safeguarding arrangements, backed by self- assessment / audit cycle</li> </ol>
---	---	---

## APPENDIX D. LIST OF NAMED SAFEGUARDING PERSONS AND LEADS

**Safeguarding Contacts 2021**

<b>Service</b>	<b>Safeguarding designated lead</b>	<b>Safeguarding contact</b>
Social Services (Child and Family)	Damian Rees – Principal Officer (Safeguarding Performance Quality)	Damian Rees – Principal Officer (Safeguarding Performance Quality)
Social Services (Adults)	Ffion Larsen – Principal Officer (Safeguarding & Prevention)	Ffion Larsen – Principal Officer (Safeguarding & Prevention)
Poverty and Prevention	Sue Peraj – Team Around the Family Manager	Sue Peraj – Team Around the Family Manager
Education	Kate Phillips – Head of School Support Unit	Lisa Collins – Child Protection and Safeguarding Officer
Education – Lifelong Learning	Kay Piper - Lifelong Learning Service Operations Team Leader	Kay Piper - Lifelong Learning Service Operations Team Leader
Housing Services & Public Protection	Jane Harries – Landlord Services Manager	Jane Harries – Landlord Services Manager
Cultural Services	Karen Davies – Principal Librarian	Karen Davies – Principal Librarian David Jones – Sport and Health Manager Joanna Furber – Literature Officer
Highways and Transport	Cath Swain – Integrated Transport Unit Manager	Cath Swain – Integrated Transport Unit Manager
Building Services	Malcolm Jones – Adaptations and Voids Senior Manager	Malcolm Jones – Adaptations and Voids Senior Manager
Waste Management & Parks	Rebecca Tribe – Recycling Team Supervisor	Rebecca Tribe – Recycling Team Supervisor

<b>Service</b>	<b>Safeguarding designated lead</b>	<b>Safeguarding contact</b>
Economic Regeneration & Planning	Phillip Holmes – Head of Planning & City Regeneration	Phillip Holmes – Head of Planning & City Regeneration
Legal, Democratic Services & Business Intelligence	Lucy Moore – Directorate Lawyer	Lucy Moore – Directorate Lawyer
Communication & Customer Engagement	Liz Edmonds – Chief Executive’s Support Officer	Lee Wenham – Head of Communications & Marketing
Information & Business Change	Jo Harley – Head of Service	Sarah Caulkin – Director (Resources)
Financial & Performance Services	Ben Smith – Chief Finance Officer	Ben Smith – Chief Finance Officer
HR & Organisational Development	Nicola Reid – Principal HR&OD Business Partner	Nicola Reid – Principal HR&OD Business Partner
Commercial Services	Lee Morgan – Category Manager	Lee Morgan – Category Manager

**Corporate Safeguarding Champion** - Councillor Mark Child

### **Social Services Information, Advice and Assistance**

Adult Safeguarding enquiries via CAP:

01792 636854  
or email:

[Adult.safeguarding@swansea.gov.uk](mailto:Adult.safeguarding@swansea.gov.uk)

Child and Family Services (Information, Advice and Assistance) 01792 635700

[access.information@swansea.gov.uk](mailto:access.information@swansea.gov.uk)

Opening Hours:

8.30am - 5.00pm Monday to Thursday

8.30am - 4.30pm Friday.

The Emergency Duty Team is available outside normal working hours on 01792 775501.

In an emergency where an adult or child may be at immediate risk of harm please contact 999

# Agenda Item 8



## Report of the Chair of the Scrutiny Programme Committee

Scrutiny Programme Committee – 19 October 2021

### **Governance & Audit Committee Annual Report 2020-21 & Committee Work Plan (For Information)**

<b>Purpose:</b>	This report supports the development of a strong relationship between Scrutiny and Audit, inviting the Chair of the Governance & Audit Committee to talk about the work of the Governance & Audit Committee and discuss the relationship.
<b>Content:</b>	<p>The Chair of the Governance &amp; Audit Committee, Paula O'Connor, will attend the meeting. On the work of the Committee, the following documents are provided which help the Scrutiny Programme Committee to understand the role and function of the Governance &amp; Audit Committee:</p> <ul style="list-style-type: none"><li>• Governance &amp; Audit Committee Annual Report 2020/21</li><li>• Governance &amp; Audit Committee Work Plan</li><li>• Governance &amp; Audit Committee Statement of Purpose</li></ul>
<b>Lead Members:</b>	Councillor Peter Black, Chair of the Scrutiny Programme Committee Paula O'Connor, Chair of the Governance & Audit Committee
<b>Lead Officers:</b>	Tracey Meredith, Chief Legal Officer Ben Smith, Chief Finance 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. Developing the Relationship between Scrutiny and the Governance & Audit Committee.**

- 1.1 The Council has long recognised the relationship between Scrutiny and Audit and need for:

- mutual awareness and understanding of the each other's work
  - respective work plans to be coordinated and avoid duplication / gaps
  - clear mechanism for referral of issues, if necessary
- 1.2 It is important that there is:
- clarity between the core roles of both functions
  - regular conversation about Committees' work programmes, and responsibilities
  - a way to ensure that issues can be passed between Committees, avoiding duplication
- 1.3 Action already taken as part of this process:
- i) Chair of Scrutiny Programme Committee / Convener of Service Improvement & Finance Scrutiny Performance Panel copied into Governance & Audit Committee agendas and vice versa, for information.
  - ii) Work Programme / Work Plans published, at least annually, in each other's agenda for information.
  - iii) Respective Chairs speaking, at least annually, at each other's Committee meeting on their work and the relationship between Scrutiny and Audit.
  - iv) Governance & Audit Committee chair invited to participate in the Annual Scrutiny Work Planning Conference.
  - v) Chairs raise any issues re. coordination / duplication on ongoing basis
  - vi) Where matters to be referred from Governance & Audit Committee the chair writes letter to chair of Scrutiny Programme Committee, and vice versa.
- 1.4 The relationship benefits from a number of councillors sitting on both Committees, including the current Chair & Vice-Chair of the Scrutiny Programme Committee which is advantageous.
- 1.5 To facilitate discussion the following papers are provided to the Scrutiny Programme Committee:
- Governance & Audit Committee Annual Report 2020-21 (**Appendix 1**). This was presented to Council on 1 July 2021.
  - Current Governance & Audit Committee Work Plan (**Appendix 2**)
  - Current Governance & Audit Committee Statement of Purpose (**Appendix 3**)
- 1.6 The Chair of Governance & Audit Committee has been invited to attend the meeting to talk about the work of the Committee. The Scrutiny Programme Committee can discuss any issues arising concerning the relationship between Scrutiny and Audit.

1.7 Similarly, the Chair of the Scrutiny Programme Committee attended the Governance & Audit Committee meeting on 12 October to talk about the work of scrutiny.

## **2. Financial Implications**

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

## **3. Legal Implications**

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

**Background papers:** None

### **Appendices:**

Appendix 1: Governance & Audit Committee Annual Report 2020-21

Appendix 2: Current Governance & Audit Committee Work Plan

Appendix 3: Current Governance & Audit Committee Statement of Purpose





# **Governance and Audit Committee Annual Report 2020/21**

**City & County of Swansea**

# Contents

	<b>Page</b>
<b>1. Foreword by the Chair of the Governance and Audit Committee</b>	<b>2</b>
<b>2. Role of the Governance and Audit Committee</b>	<b>5</b>
<b>3. Work of the Governance and Audit Committee in 2020/21</b>	<b>5</b>
<b>4. Looking Forward</b>	<b>10</b>
<b>5. Committee Membership and Attendance</b>	<b>11</b>
<b>6. Future Governance and Audit Committee Meetings</b>	<b>12</b>
<b>7. Governance and Audit Committee Contact Details</b>	<b>12</b>

## **1. Foreword by Mrs Paula O'Connor, Chair of the Audit Committee**

- 1.1 First and foremost the Chair pays tribute to all staff and officers of the Council in dealing admirably with the unprecedented challenges brought about by the COVID pandemic. Throughout this difficult year officers of the Council as well as the Council Partners' were fully committed to meeting their responsibilities. The Chair also acknowledges that the Council endeavoured to maintain continuity of governance.
- 1.2 This report provides an overview of the Audit Committee's work in the municipal year 2020/21. On 20th October 2020 the Audit Committee considered the election of Chair for 2020/21 Municipal Year where it was resolved that Paula O'Connor be elected Chair. At the same meeting Councillor P R Hood-Williams was elected Vice-Chair for the 2020/21 Municipal Year. In addition, in June 2020 the Committee approved the proposal to appoint an additional Lay Member to support the changes that were to be introduced with the Local Government and Elections (Wales) Act 2021.
- 1.3 I am pleased to present this report prepared by the Chief Auditor and Democratic Services that reflects on the work of the Audit Committee.
- 1.4 The Committee's terms of reference forms part of each Agenda as an aide to ensure that Members are sighted of the Committee's effectiveness in satisfying it's role. The Chair has continually reviewed Committee Agenda's in consultation with Democratic Services to ensure they meet the requirements of the Terms of Reference.
- 1.5 It is pleasing to report that the Committee has received in June 2020 an oversight of the Council's Performance Management Framework and also an overview of the Partnerships and Collaboration arrangements. The Committee has requested periodic reports for both of these significant areas to be brought to future meetings. Also in March 2021 the Committee received an update from the Deputy Chief Executive on Value for Money & Benchmarking. The presentation of the three reports addressed the shortfall in previous meetings of the Committee and the Chair extends her gratitude to officers for meeting the Committee's needs.
- 1.6 The Chair also highlights that the Committee has previously reported on the shortfall in assurances being received around the Council's Risk Management arrangements, and although some progress has been made the shortfall remains.
- 1.7 The Chair reflects on the presentation on the Assurance Framework and the reporting on the Council's Risks which was a significant step forward in 2018/19 in improving the Committee's ability to reflect on the effectiveness of governance, risk management and control that supports and informs the Council's Annual Governance Statement. However, as reported in 2019/20 and well into 2020/21 the development and roll out of a new electronic risk management system was delayed during the year and the Chair and Audit

Committee members have expressed concern that in the absence of a robust system that this will need to be highlighted in the Council's Annual Governance Statement at the year end. During 2020/21 the ongoing delay was mainly attributable to the pressures associated with the pandemic. In November 2020 the Committee received a mid-year position of Risk and then in February 2021 an updated position in an improved format. The Chair noted that the detail contained in the improved format Risk Register still required improvement before the Committee were able to take assurance.

- 1.8 The Committee has reviewed the work programme at each meeting, taking account of risk and priorities and in particular pandemic issues and Internal Audit Moderate Assurance reports issued.
- 1.9 The Chair and Chief Internal Auditor attended a further meeting of the All Wales Audit Committee Chairs network in October 2020 where there was opportunity to network, share ideas and problem solve with peers performing similar roles. CIPFA facilitated the meeting and the areas covered included, Making an impact as an Audit Committee, Role of the Lay Member and Knowledge and Skills.
- 1.10 The Audit Committee terms of reference states that the Committee “oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.”
- 1.11 The Committee received the 2020/21 Internal Audit Plan and Charter on 1st June 2020 and has received reports regularly during the year from the Chief Internal Auditor. The Chair has expressed her gratitude to the Chief Auditor in progressing with the plan alongside the pressures of the pandemic and also for responding to a request to enhance the detail in the reports to provide further understanding of the work undertaken and the risks identified. During 2020/21 the Chief Auditor reported a number of Moderate Assurance audit reports that resulted in those responsible attending Audit Committee to give assurance that appropriate action was being taken where significant weaknesses in control were identified. During the year the Chief Internal Auditor updated the Audit Committee of those audit assignments that had to be deferred as a result of the pandemic impacts. The Audit Committee discussed the impact and the possibility that a limitations opinion would be called. The Chair, Chief Finance and 151 Officer and the Chief Internal Auditor discussed the opinion which reflects the limitations around the risk management arrangements but not the deferred audits. The final Chief Internal Auditor opinion is due to be presented to the Audit Committee in May 2021.
- 1.12 In March 2021 the Chief Internal Auditor presented the Draft Internal Audit Plan for 2021/22 and methodology applied. The Chair commented that the Committee were able to support approval of the Plan to Council with the caveat that assurances had been obtained from the Chief Internal Auditor that the Plan was risk based and complied with the Public Sector Internal Audit Standards. The Committee would seek to gain further understanding of the scope of the reviews during 2021/22.

- 1.13 Audit Wales presented their 2020 Audit Plan to the Audit Committee on 30th June 2020, and has provided the Committee with regular updates to their work. In 2017/18 and continuing to date the Chair suggested that consideration be given to developing a tracker to give focus to improved completion of external audit recommendations. This work is yet to be completed but the Chair acknowledges that Scrutiny Committee has the opportunity to challenge non implementation of recommendations as well as the Audit Committee.
- 1.14 The Chair has met during the period with the Deputy Chief Executive, S151 Officer, Monitoring Officer, Chief Internal Auditor and Audit Wales. A meeting is being arranged with the Chief Executive to communicate Audit Committee concerns in a number of key risk areas that include, robustness of Directorates saving plans, workforce pressures, risk management arrangements and reporting of risk to Audit Committee, production of annual governance statement and the role of the Governance Group.
- 1.15 The Committee received the 19/20 Anti-Fraud Annual Report at the meeting in September 2020 and the update against progress being made against recommendations in the Audit Wales report Raising our Game - Tackling Fraud in Wales in March 2021. The Committee noted that further work was required to address all those recommendations.
- 1.16 The Deputy Chief Executive presented the Annual Governance Statement 2019/20 Action Plan Update to the Committee in December 2020. Cllr Lesley Walton is the Audit Committee Representative on the Governance Group. The Governance Group was established to review the production of the AGS during the year. At the March 2021 meeting of the Governance Group a number of key points were raised with regard to the 2020/21 AGS but Cllr Walton has advised the Chair that the timeline target for the draft AGS to be presented to the May Audit Committee will be met. In preparation for receipt of this important document the Chair requested that Democratic Services circulate to Members the CIPFA guidance paper on Application of the Good Governance Framework 2020/21.
- 1.17 The Chair attended the Scrutiny Panel Conference 13th October 2020 and is also due to attend the Scrutiny Committee shortly.
- 1.18 The Committee discussed the concern regarding the cost of the capital programme, the level of reserves, the risk to the Authority and the need to scrutinise the risk. Also, it was noted that a recovery plan should be developed on how the Council plans to deal with overspends and that the Audit Committee should be provided with regular budget variation reports. The Chief Finance and Section 151 Officer agreed to provide this information to future meetings. The update against Achieving Better Together and from Recovery to Transformation was received in February 2021.

## **2. Role of the Governance and Audit Committee**

- 2.1 The Council is required, under the Local Government (Wales) Measure 2011 to have a Governance and Audit Committee which among other things must include at least one lay member.
- 2.2 The Measure requires the Governance and Audit Committee to:
- Review and scrutinise the Council's financial affairs.
  - Make reports and recommendations in relation to the Authority's financial affairs.
  - Review and assess the risk management, internal control and corporate governance arrangements of the Authority.
  - Make reports and recommendations to the Authority on the adequacy and effectiveness of those arrangements.
  - Oversee the Council's internal and external audit arrangements and review the financial statements prepared by the Authority.
- 2.3 The Measure also requires Councils to have a Lay Member in their Governance and Audit Committee. The Chair of the Committee is a Lay Member and a second Lay Member was appointed to the Committee in the year. It should be noted that the Members are currently in the process of discussing proposals to revise the structure of the Committee and to further increase the number of Lay Members in order to accommodate the new legislative requirements set out in the Local Government and Elections (Wales) Act which became law in January 2021.
- 2.4 The work of the Governance and Audit Committee is structured so that the Committee can gain assurance over the areas identified above and to comply with its terms of reference as amended to reflect the changes introduced by the Local Government and Elections (Wales) Act as shown in Appendix 1.
- 2.5 This report describes the assurance that has been gained by the Governance and Audit Committee from various sources during 2020/21 and also outlines a number of other areas where briefings have been provided to the Committee.
- 2.6 The draft Governance and Audit Committee Annual Report 2020/21 was presented to the Governance and Audit Committee in May 2021 to provide Members with the opportunity to give their views on the assurances received and to identify the key messages arising from the work of the Committee during the year which should be reported to full Council.

## **3 Work of the Governance and Audit Committee in 2020/21**

- 3.1 The Governance and Audit Committee has received regular reports in relation to standard agenda themes and received reports of interest based on risk, governance and internal control. Each aspect is reported on below.

## **Standard Items**

### Internal Audit Assurance

- 3.2 The Governance and Audit Committee approved the Internal Audit Charter 2020/21 and 2021/22 as required by the Public Sector Internal Audit Standards.
- 3.3 The Committee also approved the Internal Audit Annual Plan 2021/22 and has received quarterly monitoring reports from the Chief Auditor showing progress against the 2020/21 Audit Plan.
- 3.4 The quarterly monitoring reports identified any audits that received a moderate or limited level of assurance along with an outline of the issues which led to the audit receiving the negative assurance level. A second quarterly report has also been presented to the Committee to allow members to review and monitor the implementation of the recommendations made in the internal audit reports that had been issued.
- 3.5 From April 2018 the relevant Head of Service and Service Manager (or Headteacher and Chair of Governors) have been required to attend the Governance and Audit Committee following a moderate or limited audit report being issued in order to provide an update to members as to what action is being taken to address the issues that have been highlighted by the audit.
- 3.6 The Internal Audit Annual Report for 2019/20 was reported to the Committee in June 2020 and the Internal Audit Annual Report for 2020/21 was reported to the Committee in May 2021. Both reports included a review of actual work completed compared to the Annual Plan.
- 3.7 The Internal Audit Annual Reports for both 2019/20 and 2020/21 also included the Chief Auditor's opinion on the internal control environment which in both cases, stated that based on the audit testing carried out reasonable assurance could be given that the systems of internal control were operating effectively and that no significant weaknesses were identified which would have a material impact on the Council's financial affairs.
- 3.8 However, it should be noted that the Committee has continued to raise concerns in relation to risk management arrangements across the Council. In addition, the Committee has also commented upon the weaknesses in internal control that are continuing to emerge as a result of staff resource pressures and reductions.
- 3.9 The Internal Audit Annual Report of School Audits 2019/20 was presented to the Governance and Audit Committee in September 2020. This report summarised the school audits undertaken during the year and summarised some common themes identified across the school audits that had been completed.



#### Annual Governance Statement 2019/20 & 2020/21

- 3.10 The draft Annual Governance Statement for 2019/20 was presented to the Governance and Audit Committee in June 2020. The draft Annual Governance Statement for 2020/21 was presented to the Committee in May 2021, prior to being reported to Council for approval.
- 3.11 A Governance Group was established by the Council in 2018/19 comprising of the Deputy Chief Executive, Chief Finance and Section 151 Officer, Monitoring Officer, Strategic Delivery and Performance Manager and the Chief Auditor (in an advisory capacity). A member of the Governance and Audit Committee was also appointed to the Group in 2019/20. The Group is tasked with overarching responsibility for ensuring existing corporate governance arrangements are effective across the Council. However, it should be noted that the meetings of the Governance Group were suspended during 2020/21 as a result of the Covid-19 pandemic. However, meetings resumed towards the end of the financial year.
- 3.12 The presentation of the draft Annual Governance Statements gave the Committee the opportunity to review and comment upon the Statements to ensure that they properly reflected the assurances provided to the Committee.

#### Annual Statement of Accounts 2019/20 & 2020/21

- 3.13 The Chief Finance and Section 151 Officer presented the draft Statement of Accounts 2019/20 for the Council in September 2020. Officers answered a number of queries raised by members of the Committee. The draft Statement of Accounts for 2020/21 are due to be presented to the Committee in June 2021.
- 3.14 Following completion of the audit of the Statement of Accounts 2019/20, Audit Wales presented its ISA 260 reports on the audit of financial statements of the Council to the Governance and Audit Committee prior to the report going to full Council. The report presented the detailed findings of the audit and stated that Audit Wales's view was that the accounts gave a true and fair view of the financial position of the Council.

#### External Audit Assurance

- 3.15 As well as the Audit of the Statement of Accounts (ISA 260) reports mentioned above, Audit Wales also provided an update report at a number of the scheduled meetings. The reports outlined the progress being made in financial and performance audit work to the Committee.
- 3.16 Audit Wales also provided assurance to the Governance and Audit Committee by presenting the following reports:
- Audit Wales - Press Release on the Financial Sustainability of Local Government
  - Audit Wales Report – City & County of Swansea Annual Audit Summary 2020
  - Audit Wales Report – City & County of Swansea Audit Plan 2020-2021.



- 3.17 The Audit Wales Annual Audit Summary 2020 Report was presented to the Governance and Audit Committee in March 2021. The report summarised with work undertaken by Audit Wales as part of their annual audit of the financial statements for 2019/20, which also highlighted the high quality of the draft statement of accounts. The auditors gave an unqualified opinion on the Council's financial statements on 15<sup>th</sup> September 2020, in line with the statutory deadline.
- 3.18 The report also outlined the findings of the financial sustainability review that Audit Wales completed in 2019/20. The review examined the financial sustainability of each Council in Wales, and concluded that the City and County of Swansea continues to face a significant financial challenge and needs to deliver its savings plans at the pace and scale required whilst controlling service spending within budgets.

#### Implementation of Audit Recommendations

- 3.19 An important role undertaken by the Governance and Audit Committee is monitoring the implementation of agreed audit recommendations arising from both internal and external audit.
- 3.20 The implementation of any Internal Audit recommendations arising from fundamental audits is reported to the Governance and Audit Committee in the Recommendations Tracker Report. For 2019/20, the results of the tracker exercise showed that 83% of agreed recommendations had been implemented by December 2020.
- 3.21 The implementation of any high or medium risk recommendations arising from non-fundamental audits that received a moderate or limited level of assurance are subject to follow up visits by Internal Audit to confirm they have been implemented. The results of the follow up audits are reported to the Governance and Audit Committee in the Quarterly Internal Audit Monitoring Reports.
- 3.22 The Internal Controls Report presented to the Governance and Audit Committee by the external auditors includes any recommendations made as a result of their work and the action taken by management to implement the recommendations.

#### Governance and Risk Management

- 3.23 The Local Government (Wales) Measure 2011 makes the overview of risk management a function of the Governance and Audit Committee
- 3.24 The Strategic Delivery & Performance Manager provided regular updates to the Committee in relation to Risk Management throughout the year via the Quarterly Overall Status of Risk Reports.
- 3.25 A new Risk Management System was introduced in December 2019. Following the introduction of the new system, work was undertaken to embed in the new risk management processes across the Council. The Strategic Delivery and Performance Manager began presenting reports

outlining the contents of the new Risk Management System from February 2021 and work is continuing to enhance the reporting functionality of the system. Members have also highlighted concerns in relation to the lack of assurance that could be taken from some of the control measures that were recorded against the risks on the new system. This remains one of the key areas of focus for the Governance and Audit Committee in 2021/22.

#### Relationship with Scrutiny Function

3.26 The Governance and Audit Committee has continued to develop a relationship with the Scrutiny function. The relationship is intended to ensure the following:

- Mutual awareness and understanding of the work of Scrutiny and the Governance and Audit Committee.
- Respective workplans are coordinated to avoid duplication / gaps.
- Clear mechanism for referral of issues if necessary.

3.27 The Chair of the Scrutiny Programme Committee last attended the Governance and Audit Committee to provide an update on the work of Scrutiny in February 2020. The new Chair of the Scrutiny Committee, Cllr. Peter Black, is also a member of the Governance and Audit Committee and it is proposed that Cllr. Black will update the Committee on the work of Scrutiny in the new Municipal year.

3.28 The Chair of the Governance and Audit Committee has also attended the Scrutiny Programme Committee previously to provide an update on the work of the Committee but this did not take place in 2020/21. The Chair will attend one of the Scrutiny Committee meetings in the new Municipal Year.

#### Anti-Fraud

3.29 A Corporate Fraud Function was established during 2015/16 within the Internal Audit Section. The Corporate Fraud Annual Plan 2020/21 was presented to the Committee in May 2020. The Corporate Fraud Function Annual Report 2019/20 was presented to the Governance and Audit Committee in September 2020. The Fraud Function Annual Report for 2020/21 is due to be presented later in the 2021/22 Municipal Year.

#### Governance and Audit Committee Briefings

3.30 The Governance and Audit Committee received a number of briefings during 2020/21 as noted below:

- Revenue and Capital Budget Monitoring - 1st Quarter
- Revenue Outturn and Savings Tracker 2019/20
- Treasury Management Annual Report 2019/20
- Mid-Year 2020/21 Overview of Risk
- Annual Governance Statement 2019/20 Action Plan Update
- An Update on a Review of Partnerships
- Employment of Agency Staff Update
- Revenue and Capital Budget Monitoring - 2nd Quarter

- Service Centre: Accounts Receivable – Update
- Service Centre – Disclosure & Barring Service (DBS) Follow Up Report
- Internal Audit Annual Plan Methodology 2020/21
- Draft Internal Audit Annual Plan 2021/22
- Value for Money and Benchmarking
- Counter Fraud
- Local Government and Elections (Wales) Act 2021
- Revenue and Capital Budget Monitoring - 3rd Quarter.
- Fraud Function Annual Plan 2021/22
- Internal Audit Charter 2021/22
- Internal Audit Strategy & Annual Plan 2021/22

#### Governance and Audit Committee Training

- 3.31 Following discussions with Democratic Services, it was agreed that repeated annual training in core areas was no longer necessary. Instead, Members agreed that specific training should be arranged based on training needs.

### **4. Looking Forward**

- 4.1 Looking forward to 2021/22, the unprecedented challenges that are continuing with the Covid-19 pandemic will continue to have an impact on the Council's governance and finance arrangements during the early to mid-part of the year.
- 4.2 Within this context, the importance of an effective Governance and Audit Committee remains critical and in March 2021 the Chief Legal Officer presented amendments to the Committee's Terms of Reference to take into account the requirements of the Local Government & Elections (Wales) Act 2021. In recognition of the additional responsibilities of the newly named Governance & Audit Committee the Chair met with the Chief Executive and the Chief Finance and 151 Officer who has agreed to develop, with support from external sources, a formal training programme that would develop the knowledge and skills of members in respect of the Act's new requirements.
- 4.3 The Committee will keep the Work Programme under regular review and will ensure that the Work Programme contains the requirements of the Governance & Audit Committees new responsibilities and also the critical challenges and risks that the Council faces. The Committee will also keep under review the progress and reporting of risk management.

### **5. Committee Membership & Attendance**

- 5.1 The membership of the Governance & Audit Committee at the start of the 2020/21 consisted of one Lay Member and 12 Non Executive and 1 Executive Councillors elected by Council. An additional Lay Member was appointed by Council in December 2020. Independent Members are appointed for no more than two administrative terms with Council Members reappointed annually.

- 5.2 The Committee is serviced by Council Officers, principally the Chief Finance Officer/Section 151 Officer, Chief Legal Officer, Strategic Delivery & Performance Officer, Chief Auditor and Democratic Services. Representatives from the Audit Wales also attend Committee meetings.
- 5.3 During 2020/21 the Committee has followed a structured workplan which covered all areas of the Committee's responsibilities with the aim of obtaining assurance over the areas included in its terms of reference. The Committee includes 2 Lay Members and will have to amend its membership in 2022 as required by the Local Government and Elections (Wales) Act 2021. One Lay Member is also the Chair of the Committee.
- 5.4 The Governance and Audit Committee met on 7 occasions throughout the Municipal period 2020/21 on the following dates: 20<sup>th</sup> October, 10<sup>th</sup> November, 8<sup>th</sup> December, 19<sup>th</sup> January, 9<sup>th</sup> February, 9<sup>th</sup> March and 20<sup>th</sup> April. The meeting agendas, minutes and recordings can be located at: -

<http://democracy.swansea.gov.uk/ieListMeetings.aspx?CId=123&Year=0&LLL=0>

- 5.5 Committee Member attendance in 2020/21 is shown in the following table:

<b>Attendance 2020/21</b>	<b>Possible</b>	<b>Actual</b>
<b>Independent Lay Members</b>		
Mrs Paula O'Connor (Chair)	7	6
Julie Davies (appointed December 2020)	5	5
<b>Non-Executive Councillors</b>		
Councillor Paxton Hood-Williams (Vice Chair)	7	7
Councillor Cyril Anderson	7	7
Councillor Terry Hennegan	7	4
Councillor Erika Kirchner	7	1
Councillor Jeff Jones	7	7
Councillor Peter K Jones	7	5
Councillor Mike Lewis	7	7
Councillor Lesley Walton	7	6
Councillor Mike White	7	7
Councillor Sam Pritchard	7	7
Councillor Peter Black	7	7

Councillor David Helliwell	7	6
<b>Executive Councillors</b>		
Councillor Andrew Stevens	7	2

## 6. Future Governance and Audit Committee Meetings

- 6.1 As agreed by the Head of Democratic Services, the Council Diary for the current municipal year includes Governance and Audit Committee meetings on a monthly basis.
- 6.2 Additional/special meetings may need to be held at certain times of the year to ensure the smooth delivery of the Committee's work programme. The Committee also has the ability to call further additional meetings when required.

## 7. Governance and Audit Committee Contact Details

<b>Paula O'Connor</b> Chair of Governance and Audit Committee	<a href="mailto:Chair.Audit@swansea.gov.uk">Chair.Audit@swansea.gov.uk</a>
<b>Councillor Paxton Hood-Williams</b> Vice Chair of Governance and Audit Committee	<a href="mailto:Cllr.Paxton.Hood-Williams@swansea.gov.uk">Cllr.Paxton.Hood-Williams@swansea.gov.uk</a> 01792 872038
<b>Ben Smith</b> Chief Finance and Section 151 Officer	<a href="mailto:Ben.Smith@swansea.gov.uk">Ben.Smith@swansea.gov.uk</a> 01792 636409
<b>Jeff Dong</b> Deputy Chief Finance and Section 151 Officer	<a href="mailto:Jeffrey.Dong@swansea.gov.uk">Jeffrey.Dong@swansea.gov.uk</a> 07810438119/ 07811847582
<b>Simon Cockings</b> Chief Auditor	<a href="mailto:Simon.Cockings@swansea.gov.uk">Simon.Cockings@swansea.gov.uk</a> 01792 636479
<b>Jason Garcia</b> Audit Wales	<a href="mailto:Jason.Garcia@audit.wales">Jason.Garcia@audit.wales</a>
<b>Tracey Meredith</b> Monitoring Officer & Chief Legal Officer	<a href="mailto:Tracey.Meredith@swansea.gov.uk">Tracey.Meredith@swansea.gov.uk</a> 01792 637521
<b>Richard Rowlands</b> Strategic Delivery & Performance Manager	<a href="mailto:Richard.Rowlands@swansea.gov.uk">Richard.Rowlands@swansea.gov.uk</a> 01792 637570

## 8 Integrated Assessment 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.
- Deliver better outcomes for those people who experience socio-economic disadvantage

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

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

- 8.2 The completion of the Integrated Impact Assessment Screening revealed that:
- The Governance and Audit Committee Annual Report has a low positive impact across all groups.
  - It has been subject to consultation with Legal, Access to Services and the Chair of the Governance and Audit Committee.
  - All Well-being of Future Generations Act considerations are positive and any risks identified are low.
  - The overall impact of the Governance and Audit Committee Annual Report is positive as it will support the Authority in its requirement to protect public funds.

## **9. Financial Implications**

- 9.1 There are no financial implications associated with this report.

## **10. Legal Implications**

- 10.1 Part of the role of the Governance and Audit Committee as set out by the Local Government (Wales) Measure 2011 is to make reports and recommendations in relation to the authority's financial affairs, including an assessment of the risk management and corporate government arrangements and the adequacy and effectiveness of those arrangements.

**Background Papers:** None

**Appendices:** Appendix 1 - Governance and Audit Committee Amended Terms of Reference

## **Amended Governance and Audit Committee Terms of Reference**

### **Governance and Audit Committee**

#### **Statement of Purpose**

The Governance and Audit Committee is a key component of the City and County of Swansea's corporate governance. It provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Governance and Audit Committee is to provide independent assurance of the adequacy of the risk management framework, the internal control environment and the performance assessment of the Council. It provides an independent review of the governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

#### **Governance, Performance, Risk and Control**

- a) To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
- b) To review the Council's draft annual Self-Assessment Report, and make any appropriate recommendations for changes to the conclusions or actions the Council intends to make.
- c) To review the Council's draft response to the Panel Performance Assessment Report, and make any appropriate recommendations for changes.
- d) To review the Council's draft response to any Auditor General's recommendations arising from a special inspection in respect of the Council's performance requirements and to make any appropriate recommendations for changes.
- e) To review and assess the authority's ability to handle complaints effectively and to make any associated reports and recommendations in relation to the authority's ability to handle complaints effectively.
- f) To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances.
- g) To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- h) To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council.



- i) To monitor the effective development and operation of risk management in the Council.
- j) To monitor progress in addressing risk related issues reported to the Committee.
- k) To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- l) To review the assessment of fraud risks and potential harm to the Council from fraud and corruption.
- m) To monitor the counter fraud strategy, actions and resources.

### **Internal Audit and External Audit**

- n) To approve the internal audit charter and resources.
- o) To consider the head of internal audit's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements.
- p) To consider summaries of specific internal audit reports as requested.
- q) To consider reports dealing with the management and performance of the providers of internal audit services.
- r) To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.
- s) To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- t) To consider specific reports as agreed with the external auditor.
- u) To comment on the scope and depth of external audit work and to ensure it gives value for money.
- v) To commission work from internal and external audit.

### **Financial Reporting**

- w) To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- x) To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.



## **Accountability Arrangements**

- y) To report to full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

*(Note: Governance and Audit Committee Terms of Reference are pending further amendments to reflect the requirements of the Local Government and Elections (Wales) Act).*

Governance & Audit Committee Workplan 2021/22

Appendix 2

Terms of Reference	9 June 2021	13 July 2021	24 August 2021	14 September 2021	12 October 2021	9 November 2021	14 December 2021	12 January 2022	8 February 2022	8 March 2022	12 April 2022
<b>Training</b>		Draft Governance and Audit Committee Training Programme.									
<b>Governance &amp; Assurance</b>	Election of Chair & Vice Chair	Election of Vice-Chair		Update Report – South West Wales Corporate Joint Committee.  Local Government and Elections (Wales) Act 2021 - Change in Membership	Scrutiny Annual Report 2020-21.			Update Report – South West Wales Corporate Joint Committee			
<b>Internal Audit</b>  Page 84	IA Quarter 4 Monitoring Report  Grand Theatre Audit Report 2020/21  Service Centre – Accounts Receivable Update  Employment of Agency Staff	Annual Report of School Audits 2020-21		IA Recommendation Tracking Report – Q1 21/22  IA Quarter 1 Monitoring Report  Management of Absence Update  Service Centre – Accounts Receivable Update.	Employment of Agency Staff / Staff Sickness Figures.	Fundamental Audits 2020/21 – Recommendation Tracker Report  IA Recommendation Tracking Report – Q2 2021/22  IA Q 2 Monitoring Report		IA Recommendation Tracking Report – Q3 2021/22  IA Q 3 Monitoring Report	IA Annual Plan Methodology Report 2022/23  Draft IA Annual Plan 2022/23	IA Charter 2022/23  IA Strategy & Annual Plan 2022/23	
<b>Risk Management &amp; Performance</b>				Q1 Risk Monitoring Report		Q2 Risk Monitoring Report			Q3 Risk Monitoring Report		Q4 Risk Monitoring Report
<b>Counter Fraud</b>		Corporate Fraud Annual Report				Corporate Fraud – Six Month Update					
<b>Operational matters / key risks</b>				Update on Internal Control Environment – Director of Education		Update on Internal Control Environment – Director of Social Services  Swansea Achieving Better Together – Update Report			Update on Internal Control Environment – Director of Place		Swansea Achieving Better Together – Update Report  Update on Internal

Governance & Audit Committee Workplan 2021/22

Appendix 2

											Control Environment – Director of Resources
<b>External Audit</b>		Audit Wales - Follow Up Review of Corporate Safeguarding Arrangements - Children in Swansea Council.	Audit Wales - ISA 260 Report - City And County of Swansea  Audit Wales - Financial Sustainability Assessment - City and County of Swansea Council.			Audit Wales - Follow Up Review of Corporate Safeguarding Arrangements - Children in Swansea Council.					
<b>Financial Reporting</b>			Statement of Accounts			Impact of Corporate Insolvency and Governance Act 2020					

Note: Audit Committee Action Tracker Report and Audit Committee Workplan will be included as agenda items at each meeting. An update from WAO will also be on the agenda for each meeting.

**Reports Carried Over to 2022-2023 Municipal Year**

Terms of Reference	Report Title
Governance & Assurance	Appointment of Committee Member on Annual Governance Group

## Audit Committee Statement of Purpose

### Governance & Audit Committee

#### Statement of Purpose

The Governance and Audit Committee is a key component of the City and County of Swansea's corporate governance. It provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Governance and Audit Committee is to provide independent assurance of the adequacy of the risk management framework, the internal control environment and the performance assessment of the Council. It provides an independent review of the governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

#### Membership

The Local Government (Wales) Measure 2011 provides that at least one member of the Committee must be a lay member.

#### Governance, Performance, Risk and Control

- a) To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
- b) To review the Council's draft annual Self-Assessment Report, and make any appropriate recommendations for changes to the conclusions or actions the Council intends to make.
- c) To review the Council's draft response to the Panel Performance Assessment Report, and make any appropriate recommendations for changes.
- d) To review the Council's draft response to any Auditor General's recommendations arising from a special inspection in respect of the Council's performance requirements and to make any appropriate recommendations for changes.
- e) To review and assess the authority's ability to handle complaints effectively and to make any associated reports and recommendations in relation to the authority's ability to handle complaints effectively.
- f) To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances.
- g) To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- h) To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council.
- i) To monitor the effective development and operation of risk management in the Council.
- j) To monitor progress in addressing risk related issues reported to the Committee.
- k) To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- l) To review the assessment of fraud risks and potential harm to the Council from fraud and corruption.
- m) To monitor the counter fraud strategy, actions and resources.

- n) To review any proposals in relation to the appointment of external providers of internal audit services and to make recommendations.
- o) To review the governance and assurance arrangements for significant partnerships or collaborations.

#### **Internal Audit**

- p) To approve the internal audit charter and resources.
- q) To approve the risk-based internal audit plan, containing internal audit's resource requirements, the approach to using other sources of assurances and any work required to place reliance upon those other sources.
- r) To approve significant interim changes to the risk based internal audit plan and resource requirements.
- s) To make appropriate enquiries of both management and the Chief Internal Auditor to determine if there are any inappropriate scope or resource limitations.
- t) To consider the Chief Internal Auditor's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements.
- u) To consider the Chief Internal Auditor's annual report including:
- v) To consider reports from the Chief Internal Auditor on Internal Audit's performance during the year including the performance of external providers of internal audit services. These will include:
- w) To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations.
- x) To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Chief Internal Auditor. To approve and periodically review safeguards to limit such impairments.
- y) To consider summaries of specific internal audit reports as requested.
- z) To receive reports outlining the action taken where the Chief Internal Auditor has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- aa) To consider reports dealing with the management and performance of the providers of internal audit services.
- bb) To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.
- cc) To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- dd) To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five years.
- ee) To provide free and unfettered access to the Governance and Audit Committee Chair for the Chief Internal Auditor, including the opportunity for a private meeting with the Committee.

#### **External Audit**

- ff) To consider the external auditor's annual letter, relevant reports, and to those charged with governance.
- gg) To consider specific reports as agreed with the external auditor.

- hh) To comment on the scope and depth of external audit work and to ensure it gives value for money.
- ii) To commission work from external audit.
- jj) To advise and recommend on the effectiveness of relationships between external audit and other inspector agencies or relevant bodies

### **Financial Reporting**

- kk) To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- ll) To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

### **Accountability Arrangements**

- mm) To report to full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.
- nn) To report to Council on an annual basis and to publish an annual report on the Committee's work, its performance in relation to the Terms of Reference, and its effectiveness in meeting its purpose.
- oo) To raise the profile of probity generally within the Council and to report on matters of concern to the individual Cabinet Member, relevant Scrutiny Committee, Cabinet or to Council as necessary and appropriate.
- pp) To work in synergy with the Scrutiny Committees of the Council and liaise with other Council Committees as and when appropriate to avoid duplication in work programmes.
- qq) To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the Appendix 1 adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions
- rr) To publish an annual report on the work of the committee.

### **Training and Development**

- ss) To attend relevant training sessions including specialist training tailored for Members of the Governance and Audit Committee.

*Note: Governance & Audit Committee Statement of Purpose extracted from the Council Constitution (07.09.21).*

# Agenda Item 9



## Report of the Chair

Scrutiny Programme Committee – 19 October 2021

### Scrutiny Performance Panel Progress Report

<b>Purpose</b>	The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will regularly provide a progress report, updating the Committee on headlines from their Panel's work and impact.
<b>Content</b>	This report focuses on the following Performance Panel: a) Child & Family Services
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Ensure awareness and understanding of the work of the Panel</li><li>• Consider its effectiveness and impact</li><li>• Consider any issues arising and action required</li></ul>
<b>Lead Councillor(s)</b>	Councillor Paxton Hood-Williams (Panel convener)
<b>Lead Officer &amp; Report Author</b>	Liz Jordan Tel: 01792 637314 E-mail: <a href="mailto:scrutiny@swansea.gov.uk">scrutiny@swansea.gov.uk</a>
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Paul Cridland

#### 1. Introduction

- 1.1 There are six Performance Panels which have been established by the Committee. Whilst the work of an Inquiry Panel leads to the production of a final report with conclusions and recommendations for Cabinet based on evidence gathered on a specific issue, the work of a Performance Panel represents regular monitoring of, and challenge to, particular services / service areas and issues.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet / lead members in order to share views and recommendations, arising from monitoring activities, about the performance of services and service delivery.

1.3 The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panels Conveners will therefore provide a regular progress report to the Committee to enable:

- a discussion on the work of each Panel, achievements, effectiveness and impact
- the Committee to consider any issues arising from Panel activities which may have an impact on the overall scrutiny work programme
- awareness amongst the Committee as well as visibility across the council and public.

1.4 This report is about the following Performance Panel:

- a) Child & Family Services – this is an update on work carried out since March 2021.

To focus the discussion a short written report has been provided by the convener, and is **attached**. This includes a summary of Panel activities, correspondence between the Panel and relevant Cabinet Members, recommendations and impact.

1.5 The Child & Family Services Panel involves the following members:

**Labour Councillors: 6**

Cyril Anderson	Erika Kirchner
Mike Durke	Wendy Lewis
Yvonne Jardine	Des Thomas

**Liberal Democrat/Independent Councillors: 3**

Mike Day	Susan Jones
Kevin Griffiths	

**Conservative Councillors: 1**

<b>Paxton Hood-Williams (CONVENER)</b>	
--	--

**2. Legal Implications**

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

**3. Financial Implications**

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

**Background Papers:** None

**Appendices:**

Appendix 1 – Scrutiny Performance Panel – SPC Update



## Child and Family Services Scrutiny Performance Panel Update

### 1. Remit of the Panel

The overarching purpose of the Panel is to provide ongoing challenge to performance in Child and Family Social Services and Poverty and Prevention to ensure that as the Service is undergoing major change, performance is maintained and that further improvements are made across all areas of the Service.

### 2. Key Activities

For three months from December 2020 to February 2021, joint panel meetings were held between the Child and Family Services Panel and the Adult Services Panel due to the ongoing crisis with the Covid-19 pandemic and resulting increase in workload. The situation was reviewed in February 2021 with separate meetings reconvening in March 2021, still on a remote basis.

Since the last update to the SPC in March 2021, the Panel has looked at the following:

- a) WAO report: Tackling Violence Against Women, Domestic Abuse and Sexual Violence (March)
- b) Performance Monitoring (March)
- c) Safeguarding Quality Unit Annual Report (March)
- d) Update on progress with CAMHS (May)
- e) Briefing on Youth Offending Service (May)
- f) Update on Regional Adoption Service (June)
- g) Initial feedback from CIW Assurance Visit (June)
- h) Review of the year and draft work programme (June)
- i) Performance Monitoring (August)
- j) CIW Assurance Visit Full Report (August)
- k) Outcome from Ty Nant CIW Inspection (August)
- l) Progress on Child and Family Improvement Programme (September)
- m) Corporate Parenting Board Update (September)
- n) Appreciative Inquiry video (September)

### 3. Achievements / Impact

We have sent 6 letters to Cabinet Members since March 2021 in order to give our views, raise concerns and make recommendations, for example:

#### Positives:

- WAO Report on Tackling Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) - Five generic recommendations came out of the WAO Report and the Council has made good progress and has met all five of them. Swansea's work around the Domestic Abuse Hub had a mention in the Report and was found to be an innovative way of working. The Panel was very pleased to hear this.
- WAO Report on Tackling Violence Against Women, Domestic Abuse and Sexual Violence - Panel informed there is a lot of support available for everyone affected by domestic abuse and that people can go online to the Council's website [www.swansea.gov.uk/youarenotalone](http://www.swansea.gov.uk/youarenotalone) if they need help or are worried about anyone else. The Panel expressed its confidence in the support that was outlined.
- Update on progress with CAMHS - Mary Jones who had previously chaired the scrutiny inquiry on CAMHS attended for this update and stated that Scrutiny had previously recommended this Service had a single point of access, and was very pleased to see this now in place. Panel heard that as a result of this single point of

access being in place, some of the performance indicators need to be re-developed to show what we need to know locally and to evidence the work now being done. Panel noted it would eventually see performance on CAMHS coming through in Performance Monitoring Reports to the Panel.

- Update on progress with CAMHS – Panel sought reassurance that when a child is in absolute crisis, despite the pressures, the Service is able to provide an urgent response. Officers confirmed the Crisis Team is fully staffed and would be able to respond to a child in absolute crisis, despite access to beds being at crisis point. Panel was very pleased to hear this.
- Briefing on Youth Offending Service – Panel very pleased to hear that the Youth Justice Board has provided a letter of de-escalation as they are satisfied the Service is working in the right direction. This is a great achievement and shows huge improvement over the last year. Panel also heard the Service is continually focussing on the improvement journey and the Improvement and Action Plan is reviewed on a six-monthly basis.
- Update on Regional Adoption Service – Panel heard that 2020 was a difficult year for the service. It adopted a business as usual approach via virtual means and the service was able to maintain performance despite the pandemic. Panel was very pleased to hear this.
- Update on Regional Adoption Service – Panel felt that the figures in the report showed lots of stability. Panel previously concerned that the number of children was increasing and there was a need to increase the number of adopters but this seems to have changed around. Officers confirmed that Western Bay is currently well placed for placements and that the service does not just rely on local adopters; they have a wider pool.
- Update on Regional Adoption Service – Panel wanted to know if the Life Journey work has improved and were informed that a Life Journey Worker was appointed, to help improve Life Journey work, and that there has been improvement.
- CIW Assurance Visit Full Report – Panel heard that the draft letter has been received by the Authority and that we will receive the final version in due course. This will be shared with the Panel together with the full thematic report in the next few months. Panel heard that the written feedback from the inspectors is consistent with the verbal feedback from them following the inspection and that the feedback is entirely consistent with the Authority's own self-assessment. This is really positive. Inspectors reflected positively on the following:
  - Staff are committed, loyal and positive and good visibility of managers at all levels
  - Front door - easy to access, work around signposting, good at providing timely responses
  - Recognise demand and complexity increasing at front door.
  - Early Help Hubs – really liked, and good feedback from partners and others about effectiveness of that work despite impact of Covid
  - Signs of safety and signs of wellbeing work – really good shared vocabulary across workforce and for children and families
  - Liked innovation around communication and engagement
  - Acknowledged improved partnership working with education colleagues and schools, really crucial during pandemic
  - Reflected positively on co-production focus in Corporate Parenting Board.

### Issues / Concerns:

- Safeguarding Quality Unit Annual Report - Officers do not know why only a small number of children want to take up the offer of advocacy. The Panel felt this is something that needs to be looked at. The Panel heard that the take up is similar in other regions and that the Service is keen to hear from children themselves why they are not taking up the advocacy service. The Panel queried if the advocate is a consistent person and heard that it should be the same person with a child through the whole time. The Panel was pleased to hear that feedback from youngsters who have used advocacy has been positive.
- Update on Progress with CAMHS - Panel queried the waiting time for the Neurology Development Service that had previously improved from 26 weeks and heard it improved initially with 80% completed in 6 months, however, referrals have now increased three-fold, so the waiting period has increased to over 6 months. Panel heard that discussions are being held Wales-wide on what can be done and that it is being kept under review but it definitely needs improvement.
- Briefing on Youth Offending Service – Panel raised its concerns about young people’s involvement in the riots in May Hill and the word ‘culture’ being raised. Officers confirmed there was a huge coordinated response with 50 agencies involved. They are aware of issues and are trying to get ahead of the game and identify where problems are and what could be done differently to start intervening. Panel heard that issues around violence and young people are being looked at across Swansea with partners and that there is a need to continue to think about this and plan. Officers believe having more of a presence in the community should make a difference.
- Update on Regional Adoption Service – Panel queried why some children from Swansea had been placed in England and was informed that for some children, in larger sibling groups, and some with additional needs, there were no adopters locally. The service used the adoption register to identify placements further afield in these cases. Panel heard that the complexity of children coming through the system does not match the number of adopters available who will take on these children and that marketing is currently doing a piece of work to try and increase these adopters.
- Performance Monitoring – Panel felt that the number of re-registrations currently appears high. It is concerning if cases are being closed and then children are being re-registered again in a short period of time. Officers stated they are currently looking at this in more detail and hope to pull some common themes together.
- Performance Monitoring – Panel queried how the change over to a new information system has impacted the Authority’s ability to run the Service as they want to and heard that the Service is doing more manual reporting and using more manpower currently. The Director informed the Panel that it has had an enormous impact and it operates completely differently to the old PARIS system but they were expecting this. He believes the Service will quickly pick up the new approach. He stated that they did not appreciate the national issues around performance of the system but these are being picked up. Also they did not appreciate the time involved in recording information but have enough assurance from manually tracking that they are doing what needs to be done and no one is being put at risk. Panel also heard it is putting an added burden on social workers. The Panel was encouraged to keep the pressure on and was informed that if it wants further information, where there are gaps in the report, the Panel should ask officers for feedback from their audit activity.

- CIW Assurance Visit Full Report – Panel heard about the Issues from the inspection:
  - Staff feeling under significant pressure
  - Quality Assurance (QA) – overall arrangements – inspectors see evidence of improvement but still work in progress.

Director felt there may be issues the Panel will want to pick up re QA on the work plan going forward ie some specific examples on how QA is being improved. He stated it is not just about the numbers, it is about a range of audit activities and checking case files and interviews with children and families etc.

- Outcomes from Ty Nant Children’s Home CIW Inspection – Panel informed Cabinet Member that it felt it was a concerning document with a number of actions for the Service. However, details of the action plan showed the Department knows what needs to be done. Panel heard that the report identified a number of issues and challenges but they were issues the Department anticipated. There were some positives identified and one of the areas for improvement is Quality Assurance. Panel raised concern that it had taken CIW to highlight the problems and not management. Panel heard that they were already aware of a lot of things highlighted in the report but the last year had been a very difficult year to implement changes as dealing with the pandemic and there was an issue with the management of the home. Panel heard that it was planned to take forward these actions anyway but it had not been done before the CIW visit. CIW will be undertaking another visit shortly. Actions in the Action Plan are to be completed by the end of September and officers are confident this target will be met. An update on progress with the action plan has been scheduled in the Panel’s work programme for December 2021, to ensure things are going in the right direction.

#### Actions Recommended / Agreed:

- WAO Report on Tackling Violence Against Women, Domestic Abuse and Sexual Violence - The Panel noted that the report mentions a funding gap for prevention work and queried if there is currently enough funding for the work that needs to be done. They heard that there has been additional funding but there is still a gap. Discussion took place about how funding is positive but comes with a risk as the work is funded by grants that are uncertain going forward. This is not helpful for sustainability and the long term. The Panel heard how this issue is brought up with Welsh Government continually, as it needs to be mainstreamed. The Panel asked if there is anything it can do to help with this situation. Officers confirmed they will come back with any suggestions of how scrutiny can help.

Cabinet Member Response: We request the permission of the Panel to submit its comprehensive letter to the Welsh Government VAWDASV team, and ask for a response as to how we can move this forward. *The Panel agreed to this request.*

- WAO Report on Tackling Violence Against Women, Domestic Abuse and Sexual Violence – Panel asked for more information on prevention and work being carried out with children in particular, in respect of educating them as well as making them aware of support. Panel heard that the domestic abuse hub is preventative but is secondary and that the new approach is primary prevention. Welsh Government is encouraging a ‘whole school’ approach and it has been incorporated into school’s new curriculum. Cabinet Member told the Panel she felt it would be useful if schools could have a domestic abuse governor looking out for staff too and that it is all about awareness raising. Panel Members agreed that their role as governor in schools is very important and asked if it is possible to arrange training for all councillors. Cabinet Member supported this suggestion and agreed, along with officers, to put this in place.

Cabinet Member response: We will plan and deliver a number of training sessions on 'Awareness and Understanding of Violence Against Women, Domestic Abuse and Sexual Violence', within a Swansea context. These will be held online via Microsoft Teams, and will be available to all councillors. In addition to this, there are a series of videos available, named 'The Strengthening Leadership Series', which was developed by Welsh Government and Welsh Women's Aid. These are aimed at people in public leadership roles, which we will circulate to councillors for viewing. The films offer short bursts of information which can be used to shape strategic direction, and improve knowledge.

#### 4. Future Work Programme

The programme for the remainder of this municipal year is as follows:

<b>Meeting date</b>	<b>Item to be discussed</b>
3 Nov 2021	<ul style="list-style-type: none"> <li>• <b>Performance Monitoring</b></li> <li>• <b>Adolescent Strategy and Action Plan</b></li> <li>• <b>Update on Child Disability Services</b></li> </ul>
13 Dec 2021	<ul style="list-style-type: none"> <li>• <b>Update on Support for Carers (including Assessments)</b></li> <li>• <b>Complaints Annual Report 2020/21 for Adult Services / Child and Family Services</b></li> <li>• <b>Ty Nant – Update on progress with action plan</b></li> </ul>
25 Jan 2022	<ul style="list-style-type: none"> <li>• <b>Delivery of Corporate Priorities in relation to Child and Family Services</b></li> <li>• <b>Performance Monitoring</b></li> </ul>
February 2022	<ul style="list-style-type: none"> <li>• <b>Draft Budget Proposals for Child and Family Services</b></li> </ul>
9 March 2022	<ul style="list-style-type: none"> <li>• <b>Safeguarding Quality Unit Annual Report</b></li> <li>• <b>Update from Regional Safeguarding Board on how regional arrangements are working</b></li> </ul>

#### 5. Action for the Scrutiny Programme Committee

None.

# Agenda Item 10



## Report of the Chair

Scrutiny Programme Committee – 19 October 2021

### 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 Procurement Inquiry Panel

REMOVE Councillor Wendy Fitzgerald

This will take the membership of the Panel to 11.

### **3. Guiding Principles**

3.1 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.

### **4. Legal Implications**

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

### **5. Financial Implications**

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

**Background Papers:** None

**Appendices:** None

# Agenda Item 11



## Report of the Chair

Scrutiny Programme Committee – 19 October 2021

### Scrutiny Work Programme

<b>Purpose</b>	This report presents the agreed Scrutiny Work Programme for 2020/22, which the Committee is responsible for monitoring.
<b>Content</b>	The agreed work programme is attached, which shows the topics that will be examined by scrutiny through various Panels and Working Groups. A plan for future Committee meetings is also attached. Progress against the agreed work programme is shown.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• plan for the Committee meetings ahead</li><li>• consider opportunities for Pre-decision Scrutiny</li><li>• review the Scrutiny Work Programme (including progress of current Panels and Working Groups)</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 A report is provided to each meeting to enable the Committee to maintain an overview of agreed scrutiny activities, monitor progress, and coordinate work as necessary.
- 1.3 The broad aim of the scrutiny function is to engage non-executive councillors in activities to:



- provide an effective challenge to the executive
- help improve services, policies, and performance
- engage the public in its work

1.4 The Scrutiny Work Programme is guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time and resources.

It also needs to be:

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

1.5 The work of scrutiny is undertaken primarily in three ways – through the Committee itself, by establishing informal Panels (for in-depth activities) or via one-off Working Groups. Panels and Working Groups would be open to all non-executive councillors - the Committee will determine membership and conveners following expressions of interest.

1.6 Scrutiny will regularly send letters to Cabinet Members communicating findings, views and recommendations for improvement and, where appropriate, by producing reports. Inquiry panels will always produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered. Inquiry panels will reconvene to follow up on the implementation of agreed recommendations and the impact of their work – usually 6-12 months following cabinet decision.

1.7 Although much of the work of scrutiny is carried out by informal Panels and Working Groups these meetings are accessible to the public. Agendas, reports and letters relating to all such scrutiny activities are published, in the same manner as the committee, on the Council's modern.gov online platform:

<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

## **2. Scrutiny Work Programme 2020/22**

2.1.1 The agreed Scrutiny Work Programme for 2020/22 is set out in **Appendix 1**.

2.1.2. The following paragraphs break down the work programme by specific ways of working to provide a brief overview.

## 2.2 Scrutiny Programme Committee:

2.2.1 The Committee's own work plan is attached as **Appendix 2**. This should be kept under review to ensure it represents a robust, manageable, and effective plan. As well as keeping an oversight on all scrutiny activities, the Committee plan covers a broad range of policy and service topics and aims to ensure coverage of scrutiny across all cabinet portfolios and address any gaps in the overall work programme. The Committee is also the designated Council Committee for scrutiny of the Public Services Board, and Crime & Disorder Scrutiny.

2.2.2 Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend so that meetings are always well planned and prepared for, e.g. information required and key questions that the Committee wishes to ask.

2.2.3 The main item(s) scheduled for the next Committee meeting on 16 November are:

- Delivery of Corporate Priority – Tackling Poverty

The Cabinet Member(s) for Supporting Communities have been asked to report to the Committee, having lead portfolio responsibility for tackling poverty. Relevant lead officer(s) will also attend to support the Cabinet Member(s) and Committee discussion.

2.2.4 The Committee will have the opportunity to review scrutiny priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny or call-in, which may require extra meetings.

2.2.5 Pre-decision Scrutiny – this is carried out by the Committee unless delegated elsewhere. The Committee is invited to consider the available information on future Cabinet business and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications (see Cabinet Forward Plan attached as **Appendix 3**). Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide 'critical friend' challenge and influence decision-making. The future Cabinet report on 'Business Case for the Relocation of the Civic Centre' has already been identified for pre-decision scrutiny and will be scheduled for Committee discussion in accordance with Cabinet decision-making timetable.

## 2.3 Inquiry Panels:

2.3.1 Once membership and a convener have been appointed the first task of an Inquiry Panel is to have a briefing on the issue and then determine the key question and terms of reference for the inquiry. Once the planning stage is complete, the inquiry will be evidence gathering, with the last stage being to develop the final report.

<b>In Progress</b>	<b>Completed (follow up stage)</b>
1. <b>Procurement</b> (evidence gathering)	1. <b>Equalities</b> (followed up 28 Jan & further follow up 2 Nov 2021)

## 2.4 Performance Panels:

2.4.1 The following Performance Panels, which enable regular and structured monitoring of performance within these key areas, have been agreed and will meet on an ongoing basis until otherwise agreed by the Committee (frequency of meetings in brackets):

<b>Performance Panel</b>	<b>Convener</b>
<b>1. Service Improvement &amp; Finance</b> (monthly)	Cllr. Chris Holley
<b>2. Education</b> (monthly)	Cllr. Lyndon Jones
<b>3. Adult Services</b> (every six weeks)	Cllr. Susan Jones
<b>4. Child &amp; Family Services</b> (every six weeks)	Cllr. Paxton Hood-Williams
<b>5. Development &amp; Regeneration</b> (every two months)	Cllr. Jeff Jones
<b>6. Natural Environment</b> (every two months)	Cllr. Peter Jones

2.4.2 Performance Panel conveners are scheduled to provide a regular update to the Committee to enable discussion on key activities and impact.

2.4.3 The Committee should note that the work plan of the Adult Services Panel has been adjusted in light of COVID-related current pressures within Adult Services particularly on Domiciliary and Residential Care Services. Meetings from October will focus only on how the service is managing those pressures and impact on performance, until otherwise agreed.

## 2.5 Working Groups:

2.5.1 The following Working Groups are in the work programme. Dates of meetings already held, or planned for the year ahead:

1. <b>Workforce (29 March 2021, further meeting TBA)</b>	3. <b>Bus Services (7 July 2021)</b>
2. <b>Digital Inclusion (11 May 2021)</b>	4. <b>Healthy City (tba)</b>

2.5.2 The Committee should note that arrangements for the Healthy City Working Group were being made, however this meeting will need to be put back to a later date due to pressures on Social Services and within the Health Board. This topic of scrutiny will require information and representation from Health and Social Services. The Health Board are lead partner on delivering the Healthy City Programme and resources have been re-directed during the pandemic. It is unlikely that this topic can be effectively looked at within this municipal year. The next Working Group that will be arranged is the further meeting on Workforce. Time and resources allow for another Working Group topic to be looked at before the end of this municipal year. Therefore, arrangements can be made to convene the Road Safety Working Group, which has been identified as a reserve topic. This topic was carried forward from the 2019-20 work programme. A convener and membership had been agreed (group of 14 councillors with Cllr Steve Gallagher as convener), but this activity was delayed first by resources and then the onset of the pandemic. This Working Group would likely be arranged for February 2022.

## 2.6 Regional Scrutiny:

2.6.1 **Education Through Regional Working** – Detail on scrutiny arrangements in light of the development of a new South West Wales Education Partnership, are awaited. This will replace the ERW Scrutiny Councillor Group, which has met informally since 2016 to provide challenge to the regional school improvement consortium, and help to coordinate scrutiny work across the region and ensure a consistent approach. The Chair of the Scrutiny Programme Committee and the Convener of the Education Performance Panel represented Swansea Scrutiny on the Scrutiny Councillor Group. The new Education Partnership will consist of Swansea Council, Carmarthenshire Council and Pembrokeshire Council. There will be a period of transition between the winding down of ERW and commencement of the new Partnership, however a Shadow South West Wales Education Partnership Joint Committee has already been established in the interim. A legal agreement between the Councils will confirm the terms of the partnership and governance arrangements, including scrutiny arrangements. The Council Forward Plan currently indicates a report to Cabinet on 18 November on the ‘Approval of the Legal Agreement for the New Regional Education Partnership’.

2.6.2 **Swansea Bay City Region 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. Swansea’s Councillor representatives, appointed by Council, are: Jan Curtice, Phil Downing & Jeff Jones. As per Joint Agreement, the Joint Scrutiny Committee is serviced by Neath Port Talbot Council. Although

originally scheduled to meet quarterly meetings, additional meetings are being arranged as required.

### **3. Monitoring the Work Programme**

3.1 The Committee is responsible for monitoring progress against the agreed work programme and this includes work undertaken by the informal Panels and Working Groups and findings, to ensure that this work is effective and has the required visibility.

3.2 **Appendix 4a** provides a timetable of all scrutiny activities (projected or actual where dates are known). Lead councillors and officers are also noted within.

3.3 **Appendix 4b** provides a snapshot of progress with all of the Panels and Working Groups established by the Committee and their current position.

3.4 Although a work programme has been agreed, with activities identified to take things up to the end of the current Council term (May 2022), the work programme is 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.

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

4.1 None.

### **5. Financial Implications**

5.1 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.

### **6. Legal Implications**

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

**Background papers:** None

#### **Appendices:**

Appendix 1: Agreed Scrutiny Work Programme 2020/22

Appendix 2: Scrutiny Programme Committee Work Plan 2021/22

Appendix 3: Cabinet Forward Plan

Appendix 4a: Scrutiny Work Programme – Projected Timetable of Activity

Appendix 4b: Progress Report – Current Scrutiny Panels and Working Groups

## Appendix 1 – Agreed 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>

## Appendix 1 – Agreed 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>			

## Appendix 2

### Scrutiny Programme Committee – Work Plan 2021/22

ACTIVITY	15 Jun 2021	13 Jul 2021	17 Aug 2021	14 Sep 2021	19 Oct 2021	16 Nov 2021
<b>Scrutiny Work Programme</b>					Audit / Scrutiny Relationship – Discussion w/ Chair of Governance & Audit Committee	
<b>Cabinet Member Q &amp; A Sessions</b>						
<b>Specific Cabinet Member / Officer Reports</b>	Scrutiny of Public Services Board	<ul style="list-style-type: none"> <li>Highways and Engineering</li> <li>Infrastructure Repairs and Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Tourism, Destination Management, and Marketing</li> <li>Business and City Promotion</li> </ul>	<ul style="list-style-type: none"> <li>Energy Policy (incl. Generation, Supply &amp; District Heating)</li> <li>Litter and Community Cleansing</li> </ul>	<ul style="list-style-type: none"> <li>Recovery &amp; Transformation Plan Progress Update</li> <li>Annual Corporate Safeguarding Report</li> </ul>	Delivery of Corporate Priority – Tackling Poverty
<b>Scrutiny Performance Panel Progress Reports</b>		Education	Service Improvement & Finance	Adult Services	Child & Family Services	Development & Regeneration
<b>Pre-decision Scrutiny</b>						
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b>			Follow Up on Tourism Working Group recommendations			
<b>Scrutiny Reports to Council</b>	Scrutiny Dispatches Impact Report		Draft Scrutiny Annual Report 2020/21	Scrutiny Dispatches Impact Report		



<b>ACTIVITY</b>	<b>14 Dec 2021</b>	<b>18 Jan 2022</b>	<b>15 Feb 2022</b>	<b>15 Mar 2022</b>	<b>19 Apr 2022</b> (to be cancelled)	
<b>Scrutiny Work Programme</b>				Work Programme Review		
<b>Cabinet Member Q &amp; A Sessions</b>		Leader / Economy, Finance & Strategy (including focus on Brexit effects / response)				
<b>Specific Cabinet Member / Officer Reports</b>	<ul style="list-style-type: none"> <li>Scrutiny of Public Services Board, incl. Annual Report</li> <li>Parking Policy, Control &amp; Enforcement</li> </ul>		<ul style="list-style-type: none"> <li>COVID / Recovery &amp; Transformation Plan Progress Update</li> <li>Crime &amp; Disorder Scrutiny - Safer Swansea Community Safety Partnership</li> </ul>	Children & Young People's Rights Scheme Annual Progress Report		
<b>Scrutiny Performance Panel Progress Reports</b>	Natural Environment	Education	Service Improvement & Finance			
<b>Pre-decision Scrutiny</b>						
<b>Final Scrutiny Inquiry Reports / Follow Up on Scrutiny Recs.</b>				Procurement Inquiry Final Report		
<b>Scrutiny Reports to Council</b>	Scrutiny Dispatches Impact Report			Scrutiny Dispatches Impact Report		

\* denotes extra meeting

To be scheduled:

- Pre-decision Scrutiny of Cabinet Report - Business Case for Relocation of Civic Centre
- Follow Up on Completed Working Group recommendations (Workforce; Digital Inclusion)

Work Plan remains flexible and subject to change to accommodate requests for pre-decision scrutiny and any urgent issues arising during the year to ensure each meeting is manageable.

## Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Annual Review of Performance 2020/21.</b>	To report the Council's compliance with its statutory obligations to make arrangements to secure continuous improvement as set out under Part 1 of the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.	Richard Rowlands	Cabinet Member - Business Improvement & Performance	Cabinet	21 Oct 2021	Open
<b>Financial Procedure Rule 7 - Mumbles Coastal Protection Flood and Coastal Erosion Risk Management Grant 2018-22.</b>	This revised FPR7 represents an improved grant funding offer from Welsh Government of 100% for the design stage.	Andy Hopkins	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	21 Oct 2021	Open

## Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Cultural and Digital Hub at Swansea Grand Theatre; Management Agreement and Lease.</b>	To highlight to Cabinet the developments in the partnership with Race Council Cymru since March 2020 and seek approval for the new ways of working and commitments as outlined in the Management Agreement so that the terms of a new Lease may be agreed simultaneously.	Tracey McNulty	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	18 Nov 2021	Open
<b>Financial Procedure Rule 7 – Active Travel Fund Additional Grants 2021/22.</b>	To confirm the bid for Active Travel Fund Additional Grants 2021/22 and seek approval for expenditure on the proposed schemes and projects in 2021/22.	Chloe Lewis	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	21 Oct 2021	Open

Page 110

## Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>The Kingsway Infrastructure Project FPR7.</b>	This report provides an update to the 19th October 2017 Kingsway Infrastructure Project Cabinet FPR7 Report, further to project prolongation arising from the original contractor falling into contract administration and the impact of the Covid 19 pandemic.	Gareth Hughes	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	21 Oct 2021	Fully exempt
<b>Proposed Appropriation of General Fund Sites by Housing Revenue Account.</b>	To consider the potential appropriation of identified General Fund residential development sites to the Housing Revenue Account in order to support affordable housing provision via the More Homes initiative.	Carol Morgan, Stuart Ramsey	Cabinet Member - Climate Change & Service Transformation (Deputy Leader), Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	21 Oct 2021	Fully exempt
<b>Copr Bay Car Parking Charges.</b>	To seek approval of City Centre Car Parking Charges for the new Copr Bay North and South Multi Storey Car Parks.	Gavin Newman	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	18 Nov 2021	Open

## Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Approval of the Legal Agreement for the New Regional Education Partnership.</b>	The report sets out the background for the dissolution of the Education through Regional Working (ERW) consortium and the establishment of a new formal education partnership according to previous decisions made at Cabinet.	Helen Morgan-Rees	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	18 Nov 2021	Open
<b>Revised Policies and Procedures for Outdoor Hospitality.</b>	This report advises as to actions taken during the pandemic to support the hospitality trade and which elements will continue as future policies and procedures.	Geoff Bacon	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	18 Nov 2021	Open
<b>FPR7 Report - Hafod Copperworks Powerhouse Redevelopment Project Update Report.</b>	To comply with Financial Procedure Rule No.7 (Capital Programming and Appraisals) - to commit and authorise the addition of schemes to the Capital Programme.	Richard Horlock	Cabinet Member - Business Improvement & Performance, Cabinet Member - Investment, Regeneration & Tourism	Cabinet	18 Nov 2021	Open

## Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Castle Square Regeneration FPR7.</b>	A phased regeneration scheme is being prepared for Castle Square from feasibility, through to design, planning and implementation. This report summarises the current short list of design options, outcomes from consultations, RIBA stage 2/3 scheme costs and seeks funding from the capital budget and authorisation to deliver the project during 2022/23.	Gail Evans	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	18 Nov 2021	Open
<b>Climate Change – Progress Update.</b>	Following Cabinet approval of the ‘Climate Emergency Declaration – Policy Review and Proposed Action’ report in November 2020, this second report seeks further approval of the success to date and recommended approach moving forward.	Rachel Lewis	Cabinet Member - Climate Change & Service Transformation (Deputy Leader)	Cabinet	18 Nov 2021	Open

Page 113

### Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Swansea Public Toilet Strategy: Progress Report.</b>	A progress report on the development of Swansea's Public Toilet Strategy and the implementation of its action plan.	Andy Edwards	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	18 Nov 2021	Open
<b>Disabled Facilities &amp; Improvement Grant Programme 2021/22 – Transfer of Budget.</b>	To provide details of Disabled Facilities & Improvement Grant Programme transfer of budgets and to seek approval.	Darren Williams	Cabinet Member - Climate Change & Service Transformation (Deputy Leader)	Cabinet	18 Nov 2021	Open



## Appendix 3 – Cabinet Forward Plan 2021 – 2022

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>18 Nov 2021</p>	<p>Open</p>

### Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Annual Complaints Report 2020-21.</b>	The report highlights the Ombudsman annual report, including Swansea Council's performance on complaints for 2020-21.	Sarah Lackenby	Cabinet Member - Business Improvement & Performance	Cabinet	18 Nov 2021	Open
<b>Financial Procedure Rule 7 – Road Safety Grant 2021/22.</b>	<p>The report provides an outline description of the works proposed through the Road Safety grant of £229,100 from Welsh Government at the following locations</p> <ul style="list-style-type: none"> <li>• A4070 – Reduction in speed limit and introduction of average speed cameras between Ynstawe and Pontardawe</li> <li>• Gower village speed study</li> </ul> <p>The report seeks approval to include this award in the 21/22 capital plan.</p>	Alan Ferris	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	18 Nov 2021	Open

## Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Financial Procedure Rule 7 – Safe Routes in Communities Grant 2021/22.</b>	<p>The report provides an outline description of the works proposed through the Safe Routes in Communities grant of £283,200 from Welsh Government to improve community links focused around the schools in Gowerton.</p> <p>The report seeks approval to include this award in the 21/22 capital plan.</p>	Alan Ferris	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	18 Nov 2021	Open
<b>Disposal of Highway Land at Mumbles.</b>	<p>The report updates members on progress to date and the necessity to adopt a revised approach in respect of the potential disposal of the land identified</p>	David Turner	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	18 Nov 2021	Fully exempt
<b>Update Management Report on Swansea Airport.</b>	<p>Update management report at Swansea Airport, including works carried out to date, findings of CAA audit and recommendations for estate management activities.</p>	Geoff Bacon	Cabinet Member - Delivery & Operations (Deputy Leader)	Cabinet	18 Nov 2021	Fully exempt

### Appendix 3 – Cabinet Forward Plan 2021 – 2022

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Award of a Contract to Treat/Dispose Non-Recyclable Waste.</b>	Award of a contract to ensure the Council has an outlet for its non-recyclable (black bag) waste when the existing Tir John arrangements end in early 2022.	Matthew Perkins	Cabinet Member - Environment Enhancement & Infrastructure Management	Cabinet	18 Nov 2021	Fully exempt
<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	16 Dec 2021	Open
<b>Revenue and Capital Budget Monitoring 2nd Quarter 2021/22.</b>	To note any significant variations from the agreed budget 2021/22 and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy, Finance and Strategy (Leader)	Cabinet	16 Dec 2021	Open

## Scrutiny Work Programme 2021-22 – Projected Timetable of Meetings (actual dates shown)

Activity / Month	MAY 2021	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	
<b>SCRUTINY PROGRAMME COMMITTEE</b> Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: cross-cutting Lead CMT: cross-cutting Lead Head of Service: cross-cutting	18 2020/21 year	15	13	17	14	19	16	14	18	15	15	19 to be cancelled	
<b>INQUIRY PANELS:</b>		Planning	Evidence Gathering					Findings/Final Report		SPC	Cabinet		
<b>Procurement</b> Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: David Hopkins Lead CMT: Adam Hill Lead Head of Service: Chris Williams		24	27	16	13 27	20	10 24		31**	21	15	21	
<b>Equalities Follow Up</b> (Cabinet decision: 21 November 2019) First follow up - 28 Jan 2021 Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Alyson Pugh / Louise Gibbard Lead CMT: Adam Hill / Sarah Lackenby Lead Head of Service: Lee Wenham							2						

## Appendix 4a

Activity / Month	MAY 2021	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
<b>PERFORMANCE PANELS:</b>												
<b>Service Improvement &amp; Finance</b> (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Emily Davies Lead Cabinet Member: Rob Stewart / Andrew Stevens Lead CMT: Adam Hill / Ben Smith Lead Head of Service: cross-cutting	10 & 17* <small>2020/21 year</small>	11 & 23			20	19	16	15	18	15 Budget	22	
<b>Education</b> (monthly) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Robert Smith Lead CMT: Helen Morgan-Rees Lead Head of Service: cross-cutting	13 <small>2020/21 year</small>	24	15		1 30	21	18	9	20	14 Budget	24	
<b>Adult Services</b> (every 6 weeks) Lead Scrutiny Councillor: Sue Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Child Lead CMT: Dave Howes Lead Head of Service: Amy Hawkins / Helen St John		2	14			20	30		12	14 Budget (Joint with CFS)	2	
<b>Child &amp; Family Services</b> (every 6 weeks) Lead Scrutiny Councillor: Paxton Hood-Williams Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Elliot King Lead CMT: Dave Howes Lead Head of Service: Julie Davies	25	22		11	21		3	13	25	14 Budget (Joint with Adult)	9	

Activity / Month	MAY 2021	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
<b>Development &amp; Regeneration</b> (every 2 months) Lead Scrutiny Councillor: Jeff Jones Lead Scrutiny Officer: Emily Davies Lead Cabinet Member: Rob Stewart / Robert Francis-Davies Lead CMT: Martin Nicholls Lead Head of Service: Phil Holmes			1		7		2		25		8	
<b>Natural Environment</b> (every 2 months) Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Emily Davies Lead Cabinet Member: cross-cutting Lead CMT: Martin Nicholls Lead Head of Service: cross-cutting	19 2020/21 year	29		26		6			12		15	
<b>WORKING GROUPS:</b>												
<b>Topic 1 – Workforce</b> First meeting – 29 March 2021 Lead Scrutiny Councillor: Cyril Anderson Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: David Hopkins / Andrew Stevens Lead CMT: Adam Hill Lead Head of Service: Sarah Lackenby								2				
<b>Topic 2 – Digital Inclusion</b> Meeting held 11 May 2021 Lead Scrutiny Councillor: Lesley Walton Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Andrew Stevens Lead CMT: Adam Hill Lead Head of Service: Sarah Lackenby	11 2020/21 year											

Activity / Month	MAY 2021	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
<b>Topic 3 – Bus Services</b> Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Stuart Davies			7									
<b>Topic 4 – Healthy City</b> Lead Scrutiny Councillor: Jennifer Raynor Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Child / Robert Francis-Davies Lead CMT: Martin Nicholls / Dave Howes Lead Head of Service: Tracey McNulty / Jane Whitmore												
<b>REGIONAL SCRUTINY:</b>												
<b>ERW - Education through Regional Working</b> (quarterly) Lead Scrutiny Councillors: Lyndon Jones / Peter Black Lead Scrutiny Officer: Michelle Roberts Lead ERW: Ian Altman / Greg Morgan / Gareth Morgans Lead Cabinet Member: Jennifer Raynor Lead CMT: Helen Morgan-Rees Regional Lead: Phil Roberts (Lead Director for ERW)		28										



Appendix 4a

Activity / Month	MAY 2021	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
<b>Swansea Bay City Region Joint Scrutiny Committee</b> (every 2 months) Lead Scrutiny Councillor: Rob James (Carmarthenshire Council) Swansea Scrutiny Councillors: Jan Curtice / Phil Downing / Jeff Jones Lead Scrutiny Officer: Stacy Curran, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts / Martin Nicholls Lead Head of Service: Phil Holmes			20			18	29		11		8	

\* denotes extra meeting

\*\* not public

15  
9  
123

Information correct as of 13/10/21 10:56

## Progress Report – Current Scrutiny Panels and Working Groups

### 1. Inquiry Panels:

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

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

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

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The Panel continued their meetings with individual Council Departments with Social Services on 13 September and Education and the Corporate Centre on 27 September. They will now meet on 20 October for a roundtable meeting with a group of Contractors/Stakeholders.

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

### 2. Follow Up on Completed Inquiries:

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

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
Equalities	21 Nov 2019	18	0	0	28 Jan 2021 Further follow up: 2 Nov 2021

### 3. Performance Panels:

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

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

This Panel meets every month. The Panel last met on 20 September to discuss the Q1 Budget Monitoring Report 2021/22 and to receive an update regarding Peer Review & Self-Assessment (Local Government and Elections (Wales) Act 2021).

The Panel will next meet on 19 October to discuss the Q1 2021/22 Performance Monitoring Report. At this meeting, the Panel will also receive an overview from the Chief Finance Officer about 'Understanding Financial Reporting', before discussing the Review of Reserves item.

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

This Panel meets every month. The Panel will at its next meeting on the 21 October discuss the Welsh in Education Strategic Plan and receive an update on progress with the New Curriculum for Wales.

At their meeting on the 18 November they will meet with the Headteacher and Chair of Governors from Morryston Comprehensive School.

c) **Adult Services** (convener: Cllr Susan Jones)

This Panel meets every 6 weeks. The Panel last met on 14 July and discussed the latest Performance Monitoring Report, received initial feedback on the Care Inspectorate Wales (CIW) Assurance Visit in relation to Adult Services and agreed its work programme for 2021-22.

Due to Covid pressures the remaining work programme for this municipal year has been suspended. Remaining meetings will focus on performance monitoring (with a Covid focus) and updates on the management of Covid. However, at the next meeting on 20 October there will also be a briefing on the Workforce Support Programme.

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

This Panel meets every 6 weeks. A progress report appears separately under Agenda Item 9.

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

This Panel meets every two months. The Panel last met on 7 September, when the Panel received a presentation from Swansea University in relation to their involvement with the City Deal investment projects. The Panel also heard updates from officers regarding the on-going projects across Swansea.

The Panel have recently visited the Arena for a site tour, viewing the interior of the Arena building, as well as the exterior parkland area and the bridge.

The Panel will next meet on 2 November to receive an update regarding the City Centre Travel Plan and continue to monitor development and regeneration activity supported by the regular Dashboard Report.

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

This Panel meets every two months. The Panel last met on 6 October to receive updates regarding Local Flood Risk Management and Water Pollution policies. The Panel also received information from Natural Resources Wales' officers regarding water pollution management strategies.

This Panel will next meet on 12 January to discuss updates regarding Council Management of Green Space and Weed / Verge Management.

#### 4. **Regional Scrutiny:**

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

a) **Education Through Regional Working**

The Scrutiny Councillor Group met for the last time in its current form on the 28 June 2021. They met with the Lead Director and the ERW Chief Officers to discuss ERW and the move to the new Education Regional Partnership. They also discussed progress with the Business Plan and how they would like to see Scrutiny operate under the new Partnership.

The new South West Wales Education Partnership will commence shortly, and will include Swansea, Carmarthenshire and Pembrokeshire. The Governance Structure for the new body is currently being finalised and will go to each of the three Councils for discussion in autumn. The new scrutiny arrangement will form part of this Governance Structure.

## b) **Swansea Bay City Region City**

The Joint Scrutiny Committee continues to monitor the City Deal programme. The Committee was due to meet on 27 September focussing on Digital Infrastructure, but was cancelled. As such, arrangements are being made for another meeting before the next scheduled meeting in November.

The Joint Committee is supported by Scrutiny Officers in Neath Port Talbot Council and agendas / minutes of meetings can be found on-line:

<https://democracy.npt.gov.uk/ieListMeetings.aspx?Committeeld=417>

## 5. **Working Groups:**

A number of new topics have been identified which will be dealt with through one-off Working Groups. These enable a 'light-touch' approach to specific topics of concern and will be planned as a one-off meeting (in the order shown below) primarily involving discussion with relevant cabinet member(s) / officer(s), and any other persons called, to gather information, ask questions, and give views / raise any concerns.

### a) **Workforce** (convener: Cllr Cyril Anderson)

This Working Group met on 29 March 2021 and asked about the impact of the pandemic on the health and wellbeing of staff; how the Council is supporting this; issues around home working; staff sickness; staff turnover; use of agency staff and pressures. A range of information was considered by the Working Group, with input from relevant Cabinet Member(s) and officer(s). A letter with the Working Group's conclusions and recommendations was sent to the relevant Cabinet Members and this letter together with the Cabinet Members response was reported to the Committee in June.

With the Committee's agreement, the Working Group will meet again in the next six months in order to revisit the topic and consider the latest position, information and experience including the results of the further staff survey that will be carried out by the Council in the coming months.

### b) **Digital Inclusion** (convener: Cllr Lesley Walton)

This Working Group met on the 11 May where they congratulated officers for the good work done so far in relation this, especially through the difficult Covid period. Overall the Working Group were of the view that the Council is on the right track with its Digital Inclusion Strategy and do recognise that the Council is keen to make the right improvements moving forward. The Digital Inclusion Framework/Strategy and the Council Website is currently being reviewed and members of the Working Group asked to be included in this process. The letter from the Working Group to the Cabinet Member

for Business Improvement & Performance was reported to the Committee in June.

The Working Group felt that further oversight of work on Digital Inclusion is necessary as things develop, perhaps annually, whether through Working Group or other method of scrutiny. This will be factored into future work planning discussion.

c) **Bus Services** (convener: Cllr Lyndon Jones)

This Working Group met on 7 July when a range of information was considered, including bus network coverage and levels of service, community transport provision and integration with other forms of transport. Relevant Cabinet Member and officers participated in the meeting together with representatives of First Cymru and Cardiff Bus.

A letter with the Working Group's conclusions and recommendations was sent to the relevant Cabinet Member and this letter together with the Cabinet Members response appears within the Committee agenda under Item 12 – Scrutiny Letters.

d) **Healthy City** (convener: Cllr Jennifer Raynor)

This will enable information, questions and discussion on Swansea as a healthy city, exploring in particular the provision, and promotion of, outdoor sport and activities and opportunities for young people, etc.

Due to Covid pressures this Working Group will no longer be held in this municipal year.

Reserve Working Group List:

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

# Agenda Item 12



## Report of the Chair

Scrutiny Programme Committee – 19 October 2021

### 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 municipal 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 current municipal year – see **Appendix 1**. The letters log will show the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale.
- 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	Bus Services Working Group	7 Jul	Letter to / from Cabinet Member for Environment Enhancement & Infrastructure Management
b	Committee (Discussion on Highways & Engineering and Infrastructure Repairs & Maintenance)	13 Jul	Letter to / from Cabinet Member for Environmental Enhancement & Infrastructure Management



c	Committee (Discussion on Energy Policy)	14 Sep	Letter from Cabinet Member for Climate Change & Service Transformation
---	---	--------	--

### 3.3 Scrutiny Working Group – Bus Services (convener: Cllr Lyndon Jones)

#### 3.3.1 A summary of the main outcome from the meeting and agreed action follows:

The Bus Services Working Group met to look at bus network coverage and levels of service, community transport provision and integration with other forms of transport. Representatives of First Cymru and Cardiff Bus were invited to participate.

The Working Group felt there needs to be a regular bus services to all areas of Swansea to reduce isolation and start a shift away from car use to using public transport. It emphasised the importance of bus companies and public transport more generally contributing to carbon emission reduction.

The Working Group recommended that regular meetings are held between Members and First Cymru to raise and discuss issues and felt it was very important for the Authority and bus companies to listen to people who currently do not use buses in Swansea, as well as people who do, to help shape current and future bus services.

The importance of joining up bus and rail times so services are more coordinated and the introduction of cross ticketing between bus and rail were also issues emphasised by the Working Group.

The Committee should note that the Working Group were of the view that a follow up meeting is held in six months, to see what changes / improvements have been made. **The Committee's view is sought.**

#### 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 – 2021-22

Appendix 2: Scrutiny Letters and Responses

## Scrutiny Letters Log (2021-2022)

Ave. Response Time (days):

24 (target within 21 days)

% responses within target:

50

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken
1	Working Group	11-May	Digital Inclusion	Business Improvement & Performance	26-May	n/a	n/a
2	Service Improvement & Finance Performance Panel	10-May	Welsh Housing Quality Standard Annual Report	Climate Change & Service Transformation	26-May	n/a	n/a
3	Education Performance Panel	13-May	New Curriculum and progress with ALN reform	Education Improvement, Learning & Skills	26-May	n/a	n/a
4	Child & Family Services Performance Panel	25-May	Update on CAMHS; Youth Offending Service	Adult Social Care & Community Health Services	14-Jun	n/a	n/a
5	Natural Environment Performance Panel	19-May	Climate Change Action Plan	Climate Change & Service Transformation	16-Jun	n/a	n/a
6	Adult Services Performance Panel	02-Jun	Transformation Programme; WAO Report actions; Review of Social Services Charges	Adult Social Care & Community Health Services	23-Jun	16-Jul	23
7	Service Improvement & Finance Performance Panel	11-Jun	Revenue Outturn, HRA Outturn and Capital Outturn and Financing 20-21	Economy, Finance & Strategy (Leader)	30-Jun	n/a	n/a
8	Child & Family Services Performance Panel	22-Jun	Regional Adoption Service, Initial feedback from CIW Assurance Visit	Children Services	01-Jul	n/a	n/a
9	Committee	15-Jun	Public Services Board	Chair of Public Services Board	16-Jul	n/a	n/a

10	Service Improvement & Finance Performance Panel	23-Jun	Welsh Language Annual Report	Education Improvement, Learning & Skills	22-Jul	n/a	n/a
11	Natural Environment Performance Panel	29-Jun	Air Quality	Environment Enhancement & Infrastructure Management	22-Jul	n/a	n/a
12	ERW Scrutiny Councillor Group	28-Jun	Education Partnership moving forward	Chair of ERW Joint Committee	20-Jul	28-Jul	n/a
13	Education Performance Panel	15-Jul	Delegated spend and the Behaviour Strategy and new Education Partnership	Education Improvement, Learning & Skills	02-Aug	23-Aug-21	21
14	Working Group	07-Jul	Bus Services	Environment Enhancement & Infrastructure Management	09-Aug	17-Aug	8
15	Adult Services Performance Panel	14-Jul	Performance Monitoring; Initial feedback CIW Assurance Visit	Adult Social Care & Community Health Services	09-Aug	14-Sep	35
16	Development & Regeneration Performance Panel	01-Jul	Project update report	Investment, Regeneration & Tourism	18-Aug	20-Sep	35
17	Committee	13-Jul	Highways & Engineering and Infrastructure Repairs & Maintenance	Environment Enhancement & Infrastructure Management	19-Aug	07-Sep	19
18	Child & Family Services Performance Panel	11-Aug	Performance monitoring; CIW Assurance Visit; Ty Nant CIW Inspection	Children Services	25-Aug	n/a	n/a
19	Natural Environment Performance Panel	26-Aug	Ash Dieback	Environment Enhancement & Infrastructure Management	16-Sep	n/a	n/a

20	Education Performance Panel	01-Sep	Estyn changes, Regional Consortia and Covid recovery	Education Improvement, Learning & Skills	17-Sep	n/a	n/a
21	Development & Regeneration Performance Panel	07-Sep	Project update report & Swansea University	Investment, Regeneration & Tourism	30-Sep	n/a	n/a
22	Committee	17-Aug	Tourism, Destination Management & Marketing and Business & City Promotion	Investment, Regeneration & Tourism	30-Sep		
23	Child & Family Services Performance Panel	21-Sep	Child and Family Improvement Programme; Corporate Parenting Board; Appreciative Inquiry video	Children Services	04-Oct		
24							
25							
26							
27							
28							
29							
30							
31							
32							
33							
34							
35							
36							
37							
38							
39							
40							



**To:**

**Councillor Mark Thomas  
Cabinet Member for Environment  
Enhancement and Infrastructure  
Management**

**BY EMAIL**

CC Cabinet Members

*Please ask for:  
Gofynnwch am:*

Scrutiny

*Scrutiny Office  
Line:  
Llinell  
Uniongyrchol:*

01792 637314

*e-Mail  
e-Bost:*

[scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)

*Date  
Dyddiad:*

09 August 2021

**Summary:** This is a letter from the Bus Services Working Group to the Cabinet Member for Environment Enhancement and Infrastructure Management following the meeting of the Working Group on 07 July 2021. It is about bus services in Swansea.

Dear Cllr Thomas

The Bus Services Scrutiny Working Group met on 07 July 2021 to look at bus network coverage and levels of service, community transport provision and integration with other forms of transport etc.

This letter provides you with feedback from that meeting.

We would like to thank you, Stuart Davies and Cath Swain for attending to present the report and answer questions. We appreciate your engagement and input.

We would also like to thank Jane Reakes-Davies of First Cymru, Cllr Christopher Lay and Cllr Gavin Hill-John of Cardiff Bus for taking the time to attend the meeting and present to the Group. We are very grateful for their engagement and input.

### **Public Question Time**

The following questions were received from members of the public:

QUESTION 1:

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

In the 2011 Census, Swansea had the lowest proportion of short journeys made by public transport in the whole of the UK. We have a bus network that does little more than take people to a shopping mall that has increasingly few shops, which less and less want to go to. It costs £2 to park in the city centre all day yet costs £5 for 1 person to go there by bus. It costs £4 to park in Mumbles for 3 hrs, yet costs £5 for 1 person to go there by bus.

Most of the city does not have direct bus services to the train station or the Liberty Stadium on match days. We need direct bus services that link different parts of the city. We need to move away from the idea that all buses must go to the Quadrant.

Every year since 1978, the Netherlands has carried out a nation travel survey. Citizens are asked to record each journey they take, and this information is used to help ensure viable alternatives to travelling by car are provided.

Rather than focusing on the experience of bus users, the Council should switch its focus to the vast majority who are not bus users, and determine what changes are required for more people to choose public transport. We need the Council to conduct a study to assess what services residents actually need, and to commit to providing competitive alternatives to car travel, whilst setting out targets to increase the number of people using buses (and active travel) and targets to reduce the number of car journeys on our roads.

RESPONSE -

Cabinet Member:

*“Bus services into city centre run on a commercial basis. They are not there just to take people into the shops. They are also used for getting to work etc.*

*The comparison of parking charges is a bit unfair as the prices quoted are because of offers on at the moment with car parking. This is a temporary measure to aid recovery. It is the same for the offer in Mumbles; it is a temporary measure. Therefore, it is not a true comparison to compare with bus journeys.*

*Buses to the Liberty Stadium – bus companies run buses predominantly where demand is as they are a commercial operation.*

*With regards the nationwide survey carried out in the Netherlands, I am not saying this is something we cannot or should not do. The current journeys carried out would give us a road map of the type of journeys that people want to make.*

*Focussing on bus users, we have probably got the most funding of any local authority in Wales, to improve and increase our active travel routes throughout and across Swansea for that very purpose. We need to make a modal shift from total reliance on cars into other forms of transport – active travel and bus services are included in that. It is something we intend to do despite opposition in some quarters. It will future proof us. In order to get people out of cars we need to find the alternative to that.*

*Eighty percent of bus services in Swansea are run by commercial companies. We as an Authority have continued to maintain a subsidy for bus services to subsidise routes that are not viable on a commercial basis.”*

*Managing Director, First Cymru:*

*“The cost in the illustration is not correct. Many incentives are provided. This is the worst case scenario.*

*Many services go across the City. For example, Service 25 Blaen Y Maes – City, stops at the train station and the Kingsway. Some stops can get congested so we cannot for example, run all buses through the train station.*

*It would be interesting to understand the concern more from the person who asked the question for specifics about where they are travelling from.*

*In terms of commuters, we carry a lot of retail workers as well as people in the caring industry. One main service is from Singleton Hospital to Morriston Hospital. There are a number of services that do not directly go into the Quadrant for shopping purposes.*

*We have very sophisticated software that shows the use of bus stops across the City. Happy to share with the working group more information about where people are travelling in the City, which may help you on that position.*

*Swansea is one of the most congested cities I have seen in Wales. Given the Welsh Government’s agenda on climate change, we do all need to take responsibility for trying to move people into public transport.*

*The one challenge we have as an industry, is that it has diminished. The number of people who are now travelling by bus has reduced dramatically. Every decade we see a diminishing market, particularly amongst the younger generation many of whom have their own vehicles.*

*To deal with the climate change agenda a modal shift is required. We do all we can to contribute by improving our vehicles, getting the most efficient vehicles and using technology on our vehicles to improve the climate agenda, but there is a huge risk in Wales as we haven’t had investment like other places. We need to move forward more progressively in my opinion.”*

*Head of Highways and Transportation:*

*“There is a lot of ongoing work as an Authority and regionally looking at the Metro with Welsh Government and Transport for Wales, and there is a strong commitment in terms of modal shift to high quality public transport. There is a lot of development going on to see how we can get proper integration between modes of transport, ticketing etc.*

*We work with First Cymru to look at challenges on the network on a regular basis.*

*In terms of active travel, the Authority has got an extremely strong commitment. It is important that everyone gets behind that sort of move. For example, the Pentre Road Bridge and Gowerton, we are trying to provide a safe place for everyone to use but*

*have had resistance to this. We need to change hearts and minds to get support behind schemes.”*

QUESTION 2: (this question was raised by 4 members of the public)

Re Bishopston Bus Service. No14: Pennard to Swansea

This is our ONLY bus with direct link to Swansea.

It is important that it is regular and if late it does not miss coming through Bishopston and Murton. (I was waiting in Bishopston recently No bus appeared, but my friend was able to pick the bus up on the Mayals which was on time. Obviously driver decided NOT to take in the Bishopston loop).

We should have an hourly service which takes in the hospital on all journeys, is reliable and is as punctual as possible.

RESPONSE –

Managing Director, First Cymru:

*“We have had a lot of feedback on this route. The basics that should be expected are that it should be on time and would not be expected to miss bits of routes out. Be interesting to have the full details on this question (regarding the bus missing out Bishopston) to fully investigate this concern.*

*It is one of the services that is not covering its costs of drivers’ time let alone cost of vehicle, fuel and maintenance. That is not even looking at the potential for profit. We either need to look at increasing patronage of the vehicle or look at how we can offer this service in a different way. There are many examples of us being innovative. We would like to look at this service in a little more detail and look at whether the service bus in its current guise is the best solution. We are committed to work with the Local Authority to look at alternative solutions to that particular proposition and see if we can improve the offering for the customer that meets the demand and cost implications to the company.”*

Working Group Convener:

*“Happy to meet with First Cymru about this outside of the meeting.”*

Cabinet Member:

*“This is a commercial route so it is not directly to do with us but we will try to meet with First Cymru and try to find a way forward.”*

Councillor for Pennard:

*“If there are any meetings about Number 14 can I be included.”*

*“Many people are giving up using the bus because the timetable is confusing. So whatever we use needs to be regular.”*

Managing Director, First Cymru:



*“We are currently carrying about 130 passengers per day on this service. Over the last 18 months the service has not been regular due to Covid.*

*We are determined we will improve communication to customers when we come out of this. Growing customer numbers on all our services is important to me.”*

Following Public Question time, Jane Reakes-Davies presented an overview of First Cymru to the Working Group. Following this Cllr Christopher Lay and Cllr Gavin Hill-John similarly presented an overview of Cardiff Bus including Who they were, How it works, challenges, benefits and the future.

As the Cabinet Member, you presented the Bus Services Report and confirmed that the Local Authority is able to consider taking on a route through a subsidised method if a commercial operator is unable to. The Local Authority also supports community transport through subsidised methods. You also confirmed that currently the Local Authority is unable to run its own bus services.

Members of the Working Group raised a number of questions that First Cymru, Cardiff Bus, yourself and officers responded to.

The following main issues were discussed:

We stated the importance of getting a regular bus service to all areas to tackle residents' isolation. People who have given up driving need to be able to access public transport otherwise they become prisoners in their own home.

We felt funding for active travel has been used to make it easier for people to cycle or walk, but not everyone is able to do this and that accessibility has to be the main point, for the elderly etc.

We felt strongly that buses are an important service and that if we are going to have a modal change, public transport has to be the backbone of what we are going to do.

We felt that more dialogue is needed between councillors and bus companies, particularly First Cymru, to discuss where changes can be made for the benefit of residents of Swansea and also help bus companies to increase passenger numbers.

We also felt that there is a need to ask why people are not catching buses and why numbers are diminishing and equally and importantly there is a need to listen to local knowledge. We gave the example that if we are looking to support Council policy we should be looking to support local shopping district centres, for example in Sketty, the Service 29 bus does not go through the local shopping centre. Jane Reakes-Davies of First Cymru confirmed she is keen to talk to relevant councillors and officers about some services, particularly Service 14 and 29 and about growing patronage.

The Chairman of Cardiff Bus, Cllr Christopher Lay stated that we need to publicise to our customers what we are doing right with public transport in Swansea, for example, how quickly you can get into the City Centre by bus in peak times compared to a car.

You agreed that we do not publicise the benefits of taking the bus often enough and added that we also need to change the perceptions of the public.

We queried how First Cymru works out its price when tendering to the Council for open tender subsidised routes. First Cymru confirmed that when submitting a tender to the Local Authority they look at the cost of that particular service, based on the driver, the vehicle, number of driving hours, fuel and maintenance costs etc.

We queried how Cardiff Bus set their fares. It was confirmed that it is done on a commercial basis. They still have to be in the black and have to charge fairly. They look at their competitor's prices and look at their own internal costs and come up with a price. They are the dominant operator in Cardiff but not the only operator. They have a number of competitors who tend to operate on the more profitable routes and Cardiff Bus compares its prices to them.

We raised the issue of air quality. We were pleased to hear that First Cymru is committed to becoming a clean air operator by 2035 and to cease all diesel forms from 2025. We were also impressed to hear that Cardiff Bus has made a significant investment in electric buses and would like to see this in Swansea as soon as possible. First Cymru stated that some electric vehicles, in other parts of Wales, had been funded by a Department of Transport fund for areas defined as clean air zones (including Cardiff). However, there are not any of these areas within First Cymru's operating area, which means they have not been able to bid for such vehicles. Officers stated with regard to the Metro, the Authority is working closely with the Welsh Government and Transport for Wales to secure funding for a number of improvements, and that low emission vehicles (whether electric or hydrogen) is very high on the agenda.

We stated that in some places, like Exeter, buses switch off engines when stopping at red traffic lights until lights go green. We queried with First Cymru if this is something they have thought about and are prepared to introduce, as from an emissions point of view it would be a tremendous step in the right direction. First Cymru stated they have a number of vehicles that have stop-start technology, which reduces idling. In terms of switching engines off, they stated they would need to speak to engineering colleagues outside of the meeting, as it takes some time for buses to re-start, and would then provide members with a full response.

We asked First Cymru for examples of ticket incentives that they offer. First Cymru responded that for daily tickets, for example, if you buy five tickets in advance you get discount via a mobile app. They do not currently have off peak offers. We felt incentives should be available via other means not just via the app. First Cymru stated they are open minded to looking at ticketing offers.

We raised the issue of cross-ticketing and queried why tickets cannot be accepted by all operators. First Cymru responded that this is high up the agenda for Welsh Government and Transport for Wales. They stated that there are currently no clear systems that all operators use. Currently all ticket machines are very different so it is not possible to split out the revenue. We heard Transport for Wales are keen to

improve the offering for all bus companies to have consistent ticket machines and be able to have multi-operator and integrated transport ticketing between bus and rail. First Cymru believe this is something that will be introduced as part of bus reform.

We asked First Cymru if they will consider doing circular routes in Swansea. First Cymru responded saying they are keen to understand more about this and it would need to be discussed outside of the meeting. They stated they are happy to hear representations and look at how they can build this into the network if it will deliver an improved patronage.

We queried the difference in journey cost, for the same length of journey, in Cardiff and Swansea. We were informed this is difficult to answer as all areas offer different incentives. However, in terms of the daily ticketing offer, it is 60p cheaper in Swansea than Cardiff.

We felt there are a number of areas where the bus services provided can be maximised, for example patronage. We felt we had made such suggestions to First Cymru in the past but that nothing had been done about it. We also felt that there is no joined up thinking between bus and train times and asked if the Authority can examine where services can be coordinated, for example, transport hubs and cross-ticketing for rail-bus. First Cymru stated that this is a frustration of theirs and that they have worked with train companies to align services but then timetables have changed. They informed the Group that they have 60 buses that go past the main train station in High Street every hour and that many of the smaller stations do not have the infrastructure to turn buses safely. They added that where they had seen transport hubs introduced, for example Port Talbot it had not attracted the volume of people to board or alight the bus that they expected. You added that the Authority has received funding from the Welsh Government for feasibility studies to look at hubs in Pontarddulais and Gowerton to make it more accessible for buses to get down to the station.

First Cymru added that Transport for Wales is committed to having this integrated travel system and First Cymru will do everything it can to work with them on this agenda going forward. You and the Vice Chair of Cardiff Bus agreed that a holistic approach across Wales with Transport for Wales is the way forward and you are hopeful for change. Officers stated that integration is the cornerstone of what the Metro is trying to achieve, to have bikes and walking routes etc at the hubs and all these things will be progressed by the Metro.

Cllr Gavin Hill-John of Cardiff Bus suggested to us that if we really want to see a change to bus services in Swansea, we really need to encourage the Authority to work with First Cymru to move buses around the City as easily as possible and improve the infrastructure, as to grow patronage there is a need to increase reliability. Officers stated that Swansea does have a lane bus system, which is there to give priority through junctions at congestion hot spots and that a lot of money is being invested to improve reliability.

Working Group Members then discussed progress and made the following conclusions and recommendations:

1. We would like to give our thanks to all bus drivers and personnel who have carried on working through the pandemic carrying key workers to their jobs. They have played a vital role.
2. We wish to emphasise the importance of bus companies and public transport more generally contributing to carbon emission reduction. We are expecting our bus companies to move quickly and radically away from fossil fuels. We were told First Cymru would be a clean air operator by 2035. Can they try and move quicker and deliver this by 2030, so they are making a contribution in line with Swansea Council's commitment to being net zero by 2030.
3. We feel that there needs to be a regular bus services to all areas of Swansea. This is particularly important to reduce isolation and start a shift away from car use to using public transport.
4. We recommend that regular meetings are held between Members and First Cymru to raise and discuss issues such as changes to routes, timetables, increasing patronage etc and would ask that this is arranged.
5. If there is going to be a modal change, we feel elected Members need to be involved in discussions on how the Authority is going to do this. We would like your assurance on this.
6. We feel it is very important for the Authority and bus companies to listen to people who currently do not use buses in Swansea, as well as people who do, to help shape current and future bus services.
7. We would like to see bus companies offering more incentives for regular travel and offering incentives in a number of forms not just via mobile apps.
8. We feel that there is no joining up between bus and rail times, and ask that the Authority examine where services can be co-ordinated. We were pleased to hear that two feasibility studies are taking place to look at transport hubs in two areas of Swansea but a lot more needs to be done.
9. We wish to emphasise the importance of cross ticketing being introduced between bus operators and bus and rail for the convenience of the residents of Swansea and to increase patronage. We would like assurance that the Authority is doing all it can to move the travel reform agenda forward with the Welsh Government and Transport for Wales as quickly as possible.
10. We agree with the suggestion by Cardiff Bus that the Authority and First Cymru work together to move buses around the City as easily as possible, to help improve reliability. As there are only a few ways in and out of Swansea,

congestion points are always going to be an issue. We feel to help overcome this that bus lanes will need to be improved.

11. We are concerned that a scrutiny committee produced a report around 2012/13 which went into many of the same problems and came up with the same conclusions as this Working Group but sadly no action was taken. We hope that the Authority will now listen to our concerns and work towards achieving solutions.

12. We will be recommending to the Scrutiny Programme Committee that a follow up meeting of this Working Group is held in six months, to see what changes/improvements have been made and following it decide if the Working Group need to meet again six months after that. We believe that it is vitally important that we see positive changes taking place to benefit Swansea residents.

### **Your Response**

We hope you find this letter useful and informative. We are interested in hearing your thoughts about the issues raised and would ask that you respond to the points in our conclusions by 30 August 2021.

Yours sincerely

**COUNCILLOR LYNDON JONES**  
**CONVENER, BUS SERVICES SCRUTINY WORKING GROUP**  
**[CLLR.LYNDON.JONES@SWANSEA.GOV.UK](mailto:CLLR.LYNDON.JONES@SWANSEA.GOV.UK)**

Cllr. Jones,  
Convener of the Bus Services Scrutiny  
Working Group

(By email)

*Please ask for:* Councillor Mark Thomas  
*Direct Line:* 01792 63 6926  
*E-Mail:* [cllr.mark.thomas@swansea.gov.uk](mailto:cllr.mark.thomas@swansea.gov.uk)  
*Our Ref:* MT/JG  
*Your Ref:*  
*Date:* 17 August 2021

Dear Cllr Jones,

**Re: - Convener's letter to Cabinet Member - Scrutiny Working Group Bus Services  
7 July 2021.**

Thank you for your feedback from the Bus Services Scrutiny Working Group on 7 July 2021. I note your recommendations and conclusions and would provide the following comments in response to the points raised.

1. Thank you for recognising the efforts of drivers and personnel, with which we agree and we will be sure to pass that on.

2. First Cymru outlined their intention to be a clean air operator by 2035. The Welsh Government has a target of 2050 for net zero carbon emissions and in the New Wales Transport Strategy ( 2021) they set out their plans to achieve this which include reducing the need to travel by encouraging home working and the provision of local services, making public transport more attractive and promoting active travel. They also intend to roll out the technology and infrastructure to deliver ultra-low emission buses and to work with bus providers to help deliver these priorities.

As part of First Group, First Cymru's move to low emission vehicles will be part of a wider programme which will be determined by priority decisions made by the Group. However, the Welsh Government has indicated that it intends to work with the bus groups to encourage investment in their Welsh services, with longer-term funding horizons.

Swansea Council submitted a bid to the Welsh Government this year for Local Transport Funding to investigate the possibility of improving a strategic bus corridor as part of the S W Wales Metro programme. This bid was successful and feasibility studies are underway which include the possibility of introducing alternative fuelled vehicles as part of this scheme in conjunction with First Cymru.

The Council is also working with Transport for Wales and the Welsh Government on a scheme which could see the introduction of hydrogen buses on a network of key services in the Swansea Bay area.

3. The current legislation under which bus services operate puts the primary decisions on when and where bus services are provided with the commercial bus companies. Their decisions are primarily based on how profitable they feel the services will be. The Council's role is to identify where there are gaps in the services provided commercially and if it is felt that there is a social need for a service, then it can fund something to meet that need.

Swansea Council funds numerous bus and community transport services and has shown continued commitment to supporting public transport by maintaining its own revenue support of bus routes at £1.1 million over several years, in addition to the £0.5 million contribution from the Welsh Government in Bus Services Support Grant. Due to budget pressures, a number of other local authorities have reduced or removed their revenue support as it is not a statutory duty for Councils to fund these services.

4. The Council has signed a Quality Partnership Agreement with First Cymru which sets out the actions that both parties propose to improve bus services and make them more attractive and reliable in the Swansea area.

The Quality Partnership Board meets quarterly and comprises of Senior Officers from the Council and First Cymru together with the Cabinet Member and other Councillors who have a specific interest in public transport. The QPB considers bus service matters at a strategic level and receives regular updates from Transport for Wales on changes proposed to the national and regional bus service network.

Where bus companies propose significant changes to services locally, officers from the Transport Team ensure that the local ward Councillors are made aware of these. Regular Public Transport Bulletins have been produced throughout the period of the Covid 19 Pandemic and issued electronically to all Councillors to ensure that all are informed of the frequent, short notice changes that have been taking place to bus services in the past year.

5. / 6. / 7. The current legislation puts the Council in a position where it reacts to changes and decisions about bus services that are made by commercial operators and severely restricts the control that the Council has over bus services in the area. The Welsh Government has recognised this and alongside the new Wales Transport Strategy (2021) is intending to bring forward legislation which will give the public sector more control over local bus services. In future it is intended that much of the strategic transport planning of bus services will be undertaken through CJsCs who will prepare Regional Transport plans. In the meantime Council officers are working with Transport for Wales to develop Regional Bus Networks which will form the basis of the bus services that the Welsh Government will recognise and support in future.

8. Where bus services are funded by the Council, we try wherever possible to provide connections with rail and other bus services. In some cases this is not possible where bus routes are for multiple purposes, for example carry school / college pupils and commuters, and therefore need to arrive at these points at fixed times which may not fit with train times. Train operators set their timetables up well in advance but do not consult with commercial bus operators as a part of this process. The integration of bus

and rail services is one of the aspects that TfW and Welsh Government are looking at as part of the Bus Service Reform and Metro development process.

9. The Welsh Government is keen to develop an all Wales ticketing scheme for bus services which will make it easier and more attractive for customers. Transport for Wales and local authorities are looking at possible ways that this can be taken forward so that interchange between services becomes easier and tickets are accepted across the Country by multiple operators.

Locally operators have their own ticket schemes and promotions but there is no ticket inter availability between different bus companies.

10. The Council has been successful in obtaining funding for bus priority improvements on key corridors in the past and constructed a number of bus lanes. Bus priority is also provided at traffic signals. More recently the Council is implementing Latebus technology at busy signalised road junctions which detects whether a bus service is running late and if it is, gives it priority. If the bus is on time, no adjustment is necessary. This avoids the expense of building dedicated bus lanes and provides a more efficient use of road space.

11. The scrutiny report you refer to was presented to Cabinet on November 12th 2013 and put forward 13 recommendations. Having reviewed the report and Action Plan, I do not accept that no action was taken then, and indeed I believe that all of those recommendations which we could influence were positively addressed, and solutions were achieved.

12. I note that a follow up meeting of the Working Group is proposed in 6 months' time and I will be happy to provide an update as and when required.

Yours sincerely



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





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

cc: Cabinet Members

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Linell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2021-22/2

19 August 2021

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 13 July 2021. It is about Highways & Engineering and Infrastructure Repairs & Maintenance.

Dear Councillor Thomas,

### **Scrutiny Programme Committee – 13 July**

We are writing to you following our Scrutiny session, which focussed on specific aspects of your wide-ranging cabinet portfolio, namely highways & engineering and infrastructure repairs & maintenance.

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

We thank you and officers for attending the meeting and providing a written report on these responsibilities and the Council's work. Your report included reference to specific areas of service such as Public Lighting and Signage, Car Parks, Highways and Transport Network, Traffic Management Infrastructure / Assets, Highway Licencing and Enforcement, Highways Claims Defence, Winter Maintenance, Bridges & Structures, Street Works Co-ordination, Coastal Defence and Highway Drainage, Planned and Reactive Maintenance (carriageways and footways), and Routine Maintenance.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

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

Things you highlighted to the Committee:

- The 2021/22 budget for maintenance was £3.9m. An additional £1.4m had been allocated for the last four years following the Highways and Transportation Commissioning Review. This was the fourth of those four years. Further grant allocations had also been received from the Welsh Government, which has been helpful in tackling the backlog of work.
- The Council has a 5-year rolling programme and the current maintenance programme was for the period 2020-2025. The delivery of work meant that the programme may be completed 1 year ahead of schedule in 2024, to then start a new 5-year programme.
- A Drainage Review had been carried out in 2020/21 given the impact of climate change and increased heavy rainfall on the roads and highways infrastructure, looking at putting in extra resources into the service to respond to this. An extra gulley tanker has already been brought in to increase efforts to clear blocked drains.
- The service remained operational throughout the pandemic and changes were made to the programme in order to continue work, whilst also keeping both staff and the public safe. For example, avoidance of areas of high footfall (such as resurfacing of pavements) and bringing forward work away from properties to outlying areas such as the Loughor Bridge when traffic count was at a record low. More resurfacing works had been carried out than in the previous year.
- Amongst future challenges and opportunities, as well the need to ensure continuity of service against a backdrop of resource pressures, and the impact of climate change and flooding, you mentioned local ward boundary changes that will mean each inspection route / maintenance route will need to be reviewed to amend them to match, in order to keep single points of contact for the ward. The Patch programme will also need to be reviewed as logistics, funding and programme are influenced by the number of councillors and by ward.

The Committee asked questions in order to explore this work and provide challenge on actions and performance in relation to these areas of responsibility, as well as future thinking.

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

### **Budget / Resources**

We discussed the budget pressures on highway assets and maintenance and reported backlog of over £70m of works on roads alone. We noted that the backlog figure is recalculated every 5 years, and if the additional funding received in recent years is maintained it is likely this backlog will remain stable and not continue to rise. Given challenges with the deteriorating condition of

our roads and pavements, faced with further budget / resources pressures, we asked whether sufficient resources and priority is being given to this area.

You stated that the figure for the backlog of works, although significant, was similar to other Councils. It reflected the spend that would be needed to bring every road into A1 condition, something which no Council will ever achieve, and was in effect aspirational. You assured us that this figure should not spell alarm in terms of any impending serious failure in the road network. The quality of roads varied across Swansea and were maintained on a priority basis. You told the Committee that the backlog figure has come down in recent years helped by extra funding, and you felt that the backlog was now likely to be lower than £70m. There was some debate amongst Committee Members as to whether the backlog has increased over recent years, not reduced, from previous discussions. The Committee asked you to clarify this and share with it the previous calculations for backlog, and if so how it has been improved, which you undertook to provide in writing.

### **Impact of Climate Change**

The Council now has six corporate priorities, with the addition of 'Maintaining and Enhancing Swansea's Natural Resources and Biodiversity'. This will touch upon every Cabinet Member's work and will have some interface with what we do in terms of the built environment. Your report recognises increasing challenges on work due to climate change, and we asked you for specific examples.

We noted particular mention of increased flooding incidents and damage to infrastructure, and mention of the effect of increasing temperatures on tarmac, the impact of wetter / colder winters on highway surfaces, as well as air pollution. Reducing car / vehicle usage was another challenge in the face of climate change. On flooding, you were aware that the drainage network was aged with the cost of renewal prohibitive, and efforts continue to focus on keeping drains free flowing. We noted, however, that the flash flooding events that we are seeing more and more means the underlying ground cannot cope, or drain it away fast enough. That said, measures such as Sustainable Drainage Systems (SuDs) to manage storm water locally, Soakaways, and natural measures (including more planted areas) that can divert or absorb rainfall and avoid run off, provide opportunity to mitigate flooding.

On highway drainage, we asked whether the Council had any powers or recourse to take action against landowners or households regarding overhanging trees and vegetation on private land that end up contributing to blocked gullies and drains along the public highway. It was disappointing to hear that the Council has no enforcement powers, unless posing an obstruction, given the impact on work and cost to the Council in terms of cleaning and clearing blockages.

We also asked for consideration to be given to the balance between planned and reactive gulley clearing as there are instances where the public report blockages but are not dealt with until the planned maintenance round. We, however, accepted that routine clearing would only be disrupted if there were significant flooding caused by a blocked drain. We noted the increase in resources with the addition of an extra gulley team last year, which now enables a standard cleanse at least once a year, with priority drains being looked at every six months, working ward by ward. Where possible, information on the Council website would be helpful to councillors and the public on the maintenance rota. Whilst gulleys may be cleared, the issue of blockage in distributor / carrier drains was also discussed and we understood that investigative work using cameras was carried out to identify and resolve problem drains.

### **Street Works Coordination**

We asked about our relations with Utility Companies, or other companies, that have the right to carry out works on the highway, e.g. what process of follow up is in place on re-instatement works that they carry out, to ensure this is up to standard. We also asked how we ensure that these companies comply with legislative requirements (Chapter 8 Regulations) around the placing and removal of signage, lighting and barriers relating to works on the roads, to ensure that all street and road works are safe for both operatives and the public.

The Committee heard that there is a good working relationship, with regular meetings between representatives. We noted that except for emergency work, Statutory Undertakers must apply for permission from the Council for their works.

One of the issues we mentioned was around a lack of clarity to the road user about who is responsible for works. Often frustrations are taken out on the Council when it is a Statutory Undertaker actually carrying out the work, as there is on some occasions a lack of clear signage that informs the road user. This should be improved, even if it means doing more than statutory requirements, and any opportunities to raise this with the Highways Authority and Utilities Committee (HAUC) should be taken. We did learn that there was a colour scheme to differentiate, e.g. blue for water, red for electricity, and yellow for others, including Council works.

You stated that once works are complete there is an inspection regime to ensure works to make good the road surface meets standards, and where it does not they are called back to address this, and also there are sanctions in place where works overrun or furniture such as A-frames or signs are left on site. You encouraged councillors to report issues directly to you of any issues relating to such street works. We noted that there are a significant number of 'notices' each year from companies to carry out works and given the large number of excavations per year the Council only has the resources to check a

10% sample for quality and compliance. The Committee would find it helpful for more information on the powers that the Council has over companies carrying out such street works, including the ability to impose fines, with indication of how much has been collected by the Council in recent years.

### **Highway Maintenance**

When re-surfacing works are carried out we would expect like-for-like reinstatement of highway features such as traffic calming measures e.g. a raised roundabout. We asked whether this is usually the case, as Committee members provided examples where this has not happened, without any explanation. It was clarified that whilst generally there is like-for-like reinstatement, in the case of a raised roundabout it is not always put back as it would require more work and resources, and more costs to maintain. However, any road safety issues can still be addressed if there are concerns.

### **Cycling Network**

We are aware of the expansion of the 'active travel' network and routes across Swansea. We asked that where new 'shared use' paths are being developed, what safety measures are put in place to prevent cyclists from entering the public highway at speed and potentially putting themselves or others in danger. A Committee member raised with you the example of a new track in Gowerton where there have been some near misses, and may need measures introduced that require cyclists to dismount or slow down.

You talked about various measures that can be put into place but placed emphasis on the behaviour of users to use what are 'shared use' paths (not 'cycle' paths) responsibly with care for others. 'Share with Care' signs have been put up accordingly. We noted that there was little the Council can do, in terms of enforcement action if cyclists speed without regard for, and endanger, others.

### **Traffic Management / Speed Limits**

We note that the new Welsh Government's legislative programme includes plans to reduce the national default speed limit from 30mph to 20mph on residential roads and busy pedestrian streets. We understand that public consultation is underway, and eight pilot areas identified across Wales (none in Swansea). We were interested in your response to these plans and possible impact this may have within Swansea, and in particular the financial implications as well as for enforcement. We asked whether there was any indication of funding that may be forthcoming from the Welsh Government.

You told the Committee that you were well aware of the proposal, ever since it was first mooted a few years ago, and the results of the pilot were eagerly awaited and officers would be meeting with Welsh Government officials to discuss the learning and implications. Whilst the safety benefits were obvious,

there was some concerns about the cost of introducing this, including speed controls / calming measures and clear signage etc. and no indication at this moment about national funding. You stated that the Council would have a firm view when more detail is known, hopefully in the coming months. There will need to be a discussion about which roads / streets would be included. We can foresee problems with driver behaviour and compliance particularly if adequate physical measures are not put in place, given the lack of ability to enforce 20mph zones.

### **Public Questions**

Thank you dealing with questions which had been submitted by two members of the public, who were present to ask their questions.

The first of these concerned the safety of a crossing point following ongoing works to develop a shared use path on Mayals Road, where a pedestrian island had been removed as the road has been narrowed to allow for the widening of the path. You explained the rationale for the changes made at the crossing point and confirmed that a Stage 3 Road Safety Audit would be carried out following completion of the works to assess things, and should any problems be identified further action would be considered.

The second questioner asked a number of questions, which concerned highways service delivery and performance to improve support to local housebuilding, and sufficiency of resources to discharge statutory functions as well as capital works such as Council regeneration projects, and whether there was scope for further outsourcing of technical services to external consultants by Highways to help improve its service. You acknowledged that on some developments specific issues could arise, however did not agree that there was an overall problem with the service provided by the Highways Department and given the circumstances of the pandemic felt that the Department had coped extremely well. You stated that there was a generally good relationship between the Council and developers to address any issues. There was a discussion on the issue of resources, including the ability to fill qualified posts as well as difficulties around staffing work subject to variable demands. You confirmed that external resources (including outsourcing work) could be, and had been, used where required.

### **Your Response**

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

- Budget / Resources – clarify whether the backlog figure has increased or decreased in recent years, share with us the previous calculations for backlog, and, if it shows to be the case, how it has been improved.
- Highway Drainage - placing information on the Council website on the maintenance rota for gulley clearing.
- Street Works Coordination – raising with appropriate representatives (e.g. Highways Authority and Utilities Committee) how they can improve visibility on site so that it is clear to the public who is responsible for the works and purpose / duration etc.
- Street Works Coordination – providing more information on the powers that the Council has over companies carrying out such street works, including the ability to impose fines, with indication of how much has been collected by the Council in recent years.

Please provide the response to this and any other comments about our letter by 9 September. We will then publish both letters in the agenda of the next available Committee meeting.

Yours sincerely,



**COUNCILLOR PETER BLACK**

Chair, Scrutiny Programme Committee

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

Councillor Peter Black  
Chair of Scrutiny Programme Committee

**BY EMAIL**

*Please ask for:* Councillor Mark Thomas  
*Direct Line:* 01792 63 6926  
*E-Mail:* [cllr.mark.thomas@swansea.gov.uk](mailto:cllr.mark.thomas@swansea.gov.uk)  
*Our Ref:* MT/JW  
*Your Ref:*  
*Date:* 7 September 2021

Dear Councillor Black

Thank you for your letter sent to me following my attendance at the Scrutiny Programme Committee on 13th July 2021.

I hope that the Committee felt the information shared at the meeting was informative and useful.

Please find answers to the questions you posed following the meeting.

- Budget / Resources – clarify whether the backlog figure has increased or decreased in recent years, share with us the previous calculations for backlog, and, if it shows to be the case, how it has been improved.

The backlog figure is calculated from Welsh Government Surveys of road condition using average costs for various treatment types. Only a proportion of the network is scanned each year so there will always be a delay in improvement/deterioration of a couple of years within the backlog figure. For example U class roads are only surveyed on a 20% per annum basis.

The backlog figure has been calculated as follows,  
2018 £54m. (this was the 5 year figure calculated in 2017)  
2019 £54m. (this was the 5 year figure calculated in 2017 ) reassessed annual figure of £68m.  
2020 £70m  
2021 £59m

The figure of £59m shows the improvement the additional funding received since around 2018 has made. It should be noted however that the 2021 figure will be recalculated using material and works costs so is likely to rise.



In terms of budgets figures have been reported annually in the highways FPR7 report. Core funding has remained the same however additional funding both from the insurance fund, as a result of commissioning has allowed the stabilisation of the network and the additional funding from Welsh Government has allowed a small improvement in condition. It is essential the additional funding received as a result of the commission review is continued to allow the highway to remain in a steady state.

- Highway Drainage - placing information on the Council website on the maintenance rota for gully clearing.

We do not set a programme dates for this work as the level of interference from reactive flooding work would constantly require amendments and missed targets. We are looking to publish progress by ward. To do this a review of all 40,000 drainage assets is underway to check priorities prior to confirming the programme.

- Street Works Coordination – raising with appropriate representatives (e.g. Highways Authority and Utilities Committee) how they can improve visibility on site so that it is clear to the public who is responsible for the works and purpose / duration etc.

Statutory requirements are already being met however discussions are ongoing with all utilities to emphasise the promoter of each works. Streetworks Officers have been issued with laminated signs with company identifiers and will ensure there is evidence of who is responsible for the works on each site they visit. Any works not clearly identified can be reported to [streetworks@swansea.gov.uk](mailto:streetworks@swansea.gov.uk).

- Street Works Coordination – providing more information on the powers that the Council has over companies carrying out such street works, including the ability to impose fines, with indication of how much has been collected by the Council in recent year

In 2019/20 Street works fees were £18k, coring of reinstatements gave a return of £70k, random sample failures £80k and £70k in other defects, approximately £240k in charges. 2020/21 figures have not been finalised but are in the region of £23k, £16k, £75k, £181k for an approximate total of £295k

Please feel free to contact me should you need any further clarification.

Yours sincerely



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

Councillor Peter Black  
Chair  
Scrutiny Programme Committee

**BY EMAIL**

*Please ask for:* Councillor Andrea Lewis  
*Direct Line:* 01792 63 7442  
*E-Mail:* [cllr.andrea.lewis@swansea.gov.uk](mailto:cllr.andrea.lewis@swansea.gov.uk)  
*Our Ref:* AL/JW  
*Your Ref:*  
*Date:* 5 October 2021

Dear Councillor Black

Further to my attendance at the Scrutiny Programme Committee on the 14 September 2021 and Councillor Peter Jones' request of further clarification of green gas. The difference between green gas and natural gas and the extent to which it is being used. I respond as follows.

Green Gas comes from renewable sources (made from organic material such as food waste and farm waste) and is broken down by bacteria in huge tanks, or digesters. The breakdown happens without oxygen so it's called anaerobic digestion. This produces biogas. Biogas is then purified and the CO<sub>2</sub> is removed, turning it into biomethane. Biomethane has similar characteristics to natural gas so it can then be added to the gas grid and supplied to work and homes.

Natural Gas: In contrast, is formed when decomposing plant and animal matter is put under heat and pressure under millions of years. So it's not easily replaceable in our lifetimes and there's a limited amount of it.

Extent to which it is being used: There is c.5TWh worth of annual green gas production, so Total Gas and Power (TGP) (Gas Supplier) should be able to cover all of our usage. Green gas is more expensive than natural gas, there is a premium of approx. 0.09p/kWh on top of the natural gas unit rate charged. If the Authority decides to vary its gas energy contract and purchase 100% green gas, this will come at significant cost and will need to be funded appropriately as existing budgets would not be able to support the premium.

**Page 2**

For information, please find attached TGP green gas literature.

Yours sincerely

*Andrea Lewis*

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

# Green Gas

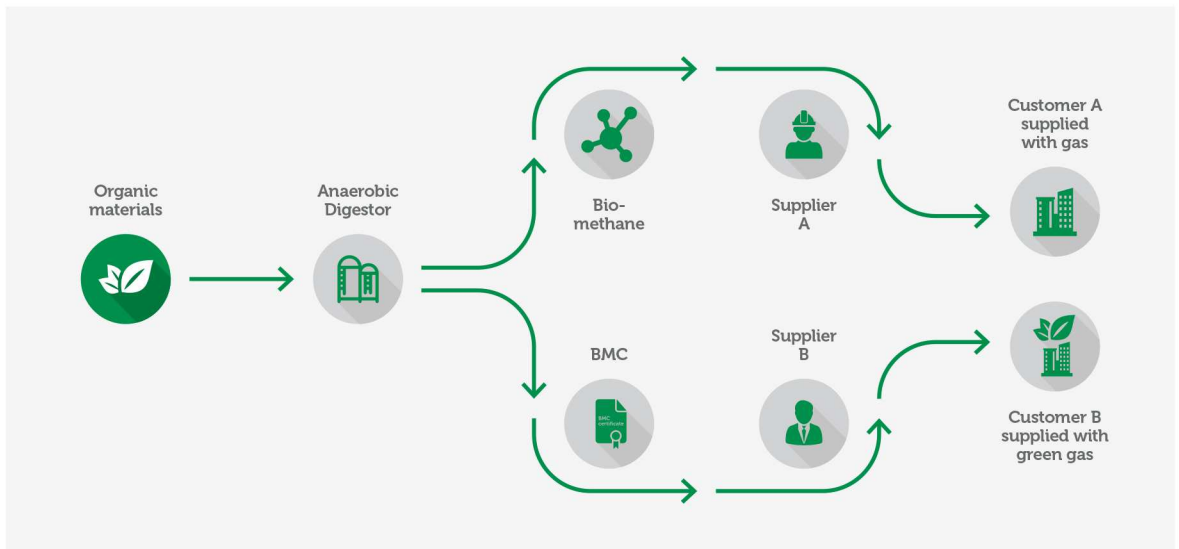


## What is Green Gas?

Green gas, or biomethane, is produced from the recycling of natural waste, such as plant material and organic waste. Biomethane offers a desirable alternative to natural gas, as it reduces the need for fossil fuels, cuts down on the harmful greenhouse gases being released into the atmosphere, and is a renewable source of energy that has the same applications as natural gas. Biomethane is recognised by the World Resources Institute as offsetting carbon emissions for gas consumption, and assigned a Biomethane Certificate (BMC) as proof of its renewable nature.

## What is a Biomethane Certificate?

BMCs represent and authenticate the renewable source of the gas and are awarded for a particular volume of Biomethane produced. The gas and BMC can then be traded separately, and the supplier selling gas will obtain the BMC as proof that a volume of gas being sold to the customer has been offset with 'green gas'. Total Gas & Power reserves certificates for customers that purchase green gas from us to prove that the source of their gas is renewable. Once a certificate has been used to an end customer, it cannot be re-used for anyone else.



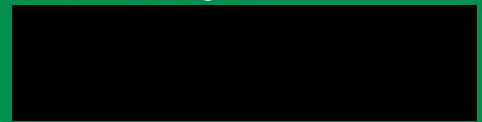
Taking renewable supply with Total can help you to:

-  Reduce your carbon footprint
-  Fulfil your business' CSR responsibilities and commitments
-  Prove to your own customers that your business is environmentally responsible and sustainable

## How much does it cost?

Pricing depends on the gas volume required and the market price at the time. For further information please speak to your Account Manager.

**Account Manager**



# Agenda Item 13



## Scrutiny Programme Committee – 19 October 2021

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

#### **19 October – 16 November**

- a) 19 October at 9.30am – Service Improvement & Finance Performance Panel
- b) 20 October at 10.00am – Procurement Inquiry Panel
- c) 20 October at 3.30pm – Adult Services Performance Panel
- d) 21 October at 4.00pm – Education Performance Panel
- e) 2 November at 10.00am – Development & Regeneration Performance Panel
- f) 2 November at 2.00pm – Equalities Inquiry Panel (follow-up)
- g) 3 November at 4.00pm – Child & Family Services Performance Panel
- h) 10 November at 10.00am – Procurement Inquiry Panel
- i) 16 November at 9.30 am – Service Improvement & Finance Performance Panel

Meetings will be held remotely via MS Teams