

# Scrutiny Dispatches

City & County of Swansea – 2021/2022 (No.2)

## ‘How scrutiny councillors are making a difference’

### Making sure Safeguarding is everyone’s business

Safeguarding people from harm is considered to be the Council’s number one priority. Councillors considered the Annual Report on Corporate Safeguarding to review the implementation of the Council’s Corporate Safeguarding policy, which promotes a “Safeguarding as everyone’s business” approach.

*(Lead: Councillor Peter Black)*

The Council’s Scrutiny Work Programme is closely aligned to Council priorities to ensure it is focused on the most important issues and can influence improvement. Monitoring and challenging performance in delivering on Safeguarding has been a standing item in the work plan of the Scrutiny Programme Committee since 2016 and it has reviewed progress and achievements against objectives.

An Annual Report was considered by the Committee in October 2021, which reflected on seven key areas of activity during 2020/21, under the headings of: Safe Governance, Safe Employment, Safe Workforce, Safe Practice, Safe Partnerships, Safe Voice, all contributing to Delivering Safe Performance.

The Committee recognised the extraordinary circumstances with the pandemic and workforce pressures and were concerned about risks to safeguarding. Councillors gained assurance that despite difficulties at no stage did the Council or partners lose focus and dedicated safeguarding teams have continued to provide support and come up with solutions to protect those in urgent need.

The Committee commended the continuing efforts of the Corporate Safeguarding Group across the Council to make safeguarding everyone’s business – not just a matter for Social Services and Education.

Among the issues raised the Committee will be closely watching action on:

- the Council’s effectiveness in ensuring that all contractors, companies and individuals carrying out work on behalf of the Council whether voluntary or paid are compliant with the Council’s Safeguarding Policies.
- the Council being able to provide access to its own safeguarding training materials to external providers.
- ensuring DBS checks for contractors are completed in line with the new DBS Policy and Risk Assessment.

The Committee will also be following up on other work identified for the year ahead within the Annual Report.

## Monitoring how Social Services are managing through the pandemic and ensuring Health & Social Care staff are supported well

The Adult Services Scrutiny Performance Panel continue to monitor the performance of the Directorate including how the department is managing through the Covid pandemic and have recently focussed on the Workforce Support Programme in place for Adult Services.

*(Lead: Councillor Susan Jones)*

In terms of management of the pandemic the Panel heard that whilst the Directorate is still managing, it remains a struggle and the third wave is having a very significant impact. Fragility of Domiciliary Care has hit the Directorate worst, particularly the workforce.

The Panel heard that whilst the waiting list for long term domiciliary care has reduced, the situation is still far from ideal. The list includes individuals who do have care but not the right type of care, the Directorate is working with families and carers to come up with alternatives up until February 2022. Panel Members heard that a small number of individuals are having to consider residential care as the Authority is unable to provide the domiciliary care they need.

The Panel heard that having realised there was an issue with sickness, Social Services were the first to trial a dedicated Human Resources Officer to support staff to return to work and support staffing pressures within teams. Panel Members were pleased to hear that this has led to a reduction in sickness levels in Social Services but expressed concern that the private sector suffered similar problems with staffing and queried if the Authority has shared its practices. Panel members were reassured that although private homes have their own governance arrangements in place, they can turn to our commissioning services for advice and that the Authority ensures that when recruiting, staff are not taken from private homes.

Panel Members praised and expressed their thanks and appreciation to all members of staff, who continue to have a huge burden placed upon them and are doing an amazing job in very difficult circumstances.

## Monitoring the Council's Recovery and Transformation Plan

Councillors are keeping a watching brief on the Council's Recovery and Transformation Plan, 'Swansea Achieving Better Together', monitoring progress against key objectives and milestones, and challenging the Leader of the Council on action.

*(Lead: Councillor Peter Black)*

Members of the Scrutiny Programme Committee heard that whilst there is a focus on recovery, there are challenging times ahead given that the pandemic is still with us causing continued pressure on services and therefore the Phases and timelines noted within the Plan are fluid. Nevertheless, it was reported that the Council's position on recovery and transformation was strong in comparison with other Councils and has been held up by the Welsh Local Government Association as good practice.

Numerous examples were given to the Committee in relation to work on recovering, restarting & adapting Council services, and the strategic response to support the city to emerge and grow from the pandemic and deliver corporate priorities.

The Committee raised some issues, including the need to:

- streamline the process for Economic Recovery Fund applications, grants to businesses, etc. to avoid undue delay in the processing and ensure the Council is dealing with applications as swiftly as possible.
- ensure good communications with all councillors on recovery and transformation work, to ensure it is well understood, including opportunities to engage in the delivery of the Plan and specific work streams.

The Committee will continue to keep a close watch on progress and success of the Plan.

## Continuing to monitor corporate performance

Councillors on the Service Improvement and Finance Scrutiny Performance Panel have continued to keep a close eye and challenge performance in relation to relevant indicators across the authority. They have recently reviewed the Quarter 1 2021/22 Performance Monitoring Report presenting the performance results in delivering the Council's Well-being Objectives and priorities.

*(Lead: Councillor Chris Holley)*

Overall Council performance reports are routinely considered by the Scrutiny Panel. It is recognised that the ongoing Covid-19 pandemic has brought huge challenges and changes to the Council, its services and workforce. This will have impacted on performance across the Council.

However, the Panel heard that, overall, during Q1, 81% of indicators have improved or stayed the same and the Council's response to the pandemic, whilst not necessarily reflected in the established corporate performance indicators, has been extraordinary.

The Panel queried some indicators and why they have improved in such adverse circumstances, asking how indicators are selected. Officers explained that the indicators help to measure priorities within the Corporate Plan and are selected specifically for that purpose.

Amongst questions raised, Panel Members heard that in Q1 2020/21 the Council was in the height of the pandemic and saw less family homeless presentations due to the suspension of evictions. This had a direct impact on Council data and the comparable indicators.

Panel Members queried measures for, and the use of the term, 'tackling poverty' and suggested this description be reviewed in the future to better reflect Council objectives.

The Panel noted the statistic regarding 'Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office' – and these results being zero, Panel Members felt was an impressive reflection on the Council.



### Chair's Round up

This is my second roundup of the work of scrutiny for 2021/22, as Chair of the Scrutiny Programme Committee.

### Scrutiny Work Programme

The work of scrutiny continues in accordance with the Work Programme agreed in November 2020, which will take us up to the end of this Council Term. We are making progress on scrutiny priorities. The in-depth inquiry focusing on Procurement has now completed evidence gathering, and the Panel, led by Cllr. Chris Holley will be reflecting on the evidence and findings. You can expect the Panel's final report with conclusions and recommendations by March 2022.

Our six Performance Panels are meeting on a regular basis however some adjustment has been made to the work plans of the Adult Services and Child & Family Services Panel as scrutiny continues to ensure that it is flexible and responsive to pressures whilst still in the midst of the pandemic. Both Panels will keep close focus on how the service is managing those pressures and its impact on performance.

For similar reasons, we have had to put back a planned Healthy City Working Group. A further meeting of the Bus Services Working Group, following a meeting in July 2021, will however be held before the end of this municipal year to follow up on their recommendations and see what changes / improvements have been made.

## **Committee Work Plan**

As well as monitoring the delivery of the work programme, the Committee has a varied work plan looking at a broad range of service / policy matters, targeting specific issues of concern and focused on addressing any gaps in the overall scrutiny work programme. The Committee will call in Cabinet Members as and when required to account for delivery of objectives, performance, and service improvement.

Since my last update we have asked questions on the Council's Recovery & Transformation Plan, Corporate Safeguarding, and Delivery of the Corporate Objective on Tackling Poverty. We have also questioned Cllr. Mark Thomas, Cabinet Member for Environment Enhancement & Infrastructure Management, on the Council's work and his responsibilities relating to Parking Policy, Control & Enforcement.

Future Committee meetings will include looking at: Scrutiny of Public Services Board, Q & A with the Leader of the Council, Crime & Disorder / Safer Swansea Partnership, and Children & Young People's Rights Scheme Annual Progress Report.

## **Developing a Strong Scrutiny / Audit Relationship**

Although Scrutiny and Audit have distinctive roles, there are common aims in terms of good governance, improvement in performance and culture, and financial management, so a regular conversation between Committee Chairs and Members will help to ensure we are working together effectively. I addressed the Governance & Audit Committee on this in October and we also heard from Paula O'Connor, Chair of the Governance & Audit Committee, at the Scrutiny Programme Committee that month. We are making sure that there is good awareness of each other's work, avoiding duplication and gaps in work programmes, and are able to refer issues between Committees. Some of the areas that will benefit from co-ordination between Committees include the new responsibilities arising from the Local Government and Elections (Wales) Act 2021 around Council performance, and around the systematic reporting of external audit reports, and respective role in considering and monitoring these.

## **Regional Education Scrutiny**

Following approval of a legal agreement by each Council in the new Education Partnership, Partneriaeth, a Joint Scrutiny Councillor Group, comprising of Education Scrutiny Chairs and Vice Chairs or equivalent from each of the three Councils, will be set up to scrutinise the work of the regional Partnership. This will support the delivery of school improvement and ensure greater public accountability over decisions made. Scrutiny will seek reassurance and consider if the Partnership is operating according to the Joint Committee Agreement, and its Business Plan, and is being managed effectively. Responsibility for Scrutiny Support, as well as responsibility for other functions, will be determined in due course by the Partneriaeth Joint Committee, comprising the Leaders of the three Councils, as the strategic decision-making body.

## **Improving Scrutiny**

Leading by example, we are always looking to improve how we work as scrutiny councillors and the effectiveness of scrutiny meetings. We are now inviting post-meeting feedback from scrutiny participants, i.e., Cabinet Members, officers, external invitees, and public attendees, about their experience and satisfaction. They will be invited to complete a short anonymous survey shortly after each scrutiny meeting. This will provide us with valuable information that will help us to evaluate the quality and effectiveness of scrutiny practice and inform the improvement and development of scrutiny in Swansea.

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