

Scrutiny Work Planning Conference

13 June 2023, Lord Mayor's Reception Room, Guildhall, Swansea

Agenda

4.00pm	Welcome & Introduction	Councillor Peter Black, Chair of Scrutiny Programme Committee
4.05	Work Planning <ul style="list-style-type: none">• Purpose of Conference / Overview of Work Planning Process• Good Practice Guidance• Challenges Developing the Work Programme for 2023/24 <ul style="list-style-type: none">• 'Business as Usual' Items• Proposals / Topic Suggestions	Brij Madahar, Scrutiny Team Leader
4.20	Corporate Priorities – Corporate Management Team Overview <ul style="list-style-type: none">• Outline of the Council's Priorities and the main Strategic Challenges facing the Council / Views on the future Scrutiny Work Programme	Martin Nicholls, Chief Executive
4.30	Group Work / Discussion <ul style="list-style-type: none">• What should be in the Scrutiny Work Programme for 2023/24, and why?<ul style="list-style-type: none">➤ What is the big in-depth Inquiry Panel issue?➤ Do current Performance Panel arrangements, for ongoing monitoring, need reviewing?➤ One-off 'Working Group' topics of concern?➤ Other issues that could be discussed within Scrutiny Programme Committee meetings?	All
5.15	Group Feedback and Conclusions	Councillor Peter Black
5.30	Close	

Attachments:

1. Presentation Slides
2. Review of the Year 2022-23
3. Inquiry & Working Group Case Studies
4. Work Planning Guidance
5. Topic Suggestions
6. Outline Work Programme for 2023-24
7. Cabinet Portfolios
8. Link to Further Reading: [Centre for Governance & Scrutiny Publication – Scrutiny & Work Programming](#)



Welcome to the Annual Scrutiny Work Planning Conference

13 June 2023

Swansea Scrutiny
question...investigate...improve

City and County of Swansea
Since 1889

Purpose of Conference

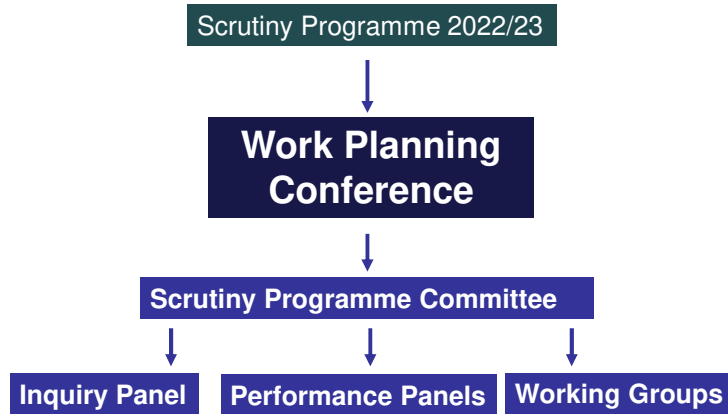
To help shape the Scrutiny Work
Programme

- Guidance on work planning and what makes a good Scrutiny plan
- Review the 'previous' work programme
- Consider different perspectives and suggestions, and gather your views

Swansea Scrutiny
question...investigate...improve

City and County of Swansea
Since 1889

Developing the Work Programme for 2023/24



Swansea Scrutiny
question...investigate...improve

City and County of Swansea
Since 1889

What Makes a Good Plan?

- **Councillor-led and owned**
- **Informed** - takes in a range of perspectives, balancing strategic and community concerns
- **Focused** - on significant issues of local importance
- **Prioritisation** - making the best use of time and resources
- **Co-ordination**
- **Flexibility** - to ensure continued relevance

Swansea Scrutiny
question...investigate...improve

City and County of Swansea
Since 1889

Challenges

- Resources / Managing Expectations
- The right Method and Timing
- Quality vs. Quantity
- Meeting Management - 1 or 2 main agenda items
- Outcomes - adding value / making impact
- Public Engagement

Swansea Scrutiny

question...investigate...improve



City and County of Swansea
Since 1889

Common Pitfalls

- **Lack of Focus** - including merging topics to avoid having to prioritise
- **Lack of Purpose** - the issue and role / benefits of Scrutiny activity unclear
- **Repetition** - issue has already been subject of recent scrutiny
- **Duplication** - other internal / external work going on
- **Parochial / Ward Issues** - there are other routes for individual issues

Swansea Scrutiny

question...investigate...improve



City and County of Swansea
Since 1889

New Work Programme

Swansea Scrutiny
question...investigate...improve



City and County of Swansea
Since 1889

'Business As Usual' Items

- Regional / Joint Scrutiny
- Performance Panels (ongoing monitoring)
- Pre-decision Scrutiny of Cabinet business
- Scrutiny of Public Services Board *Statutory Item
- Crime and Disorder Scrutiny *Statutory Item
- Following Up Scrutiny Recommendations (Inquiry etc.)
- Council response to Audit / Inspection Reports
- Call-in of Cabinet decisions

Swansea Scrutiny
question...investigate...improve



City and County of Swansea
Since 1889

New Work Programme

- Topic Suggestions:
 - Corporate Management Team
 - Councillors
- Issues in the Media

Swansea Scrutiny
question...investigate...improve



City and County of Swansea
Since 1889

Council Priorities & Strategic Challenges

Martin Nicholls, Chief Executive

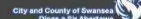
Swansea Scrutiny
question...investigate...improve



City and County of Swansea
Since 1889

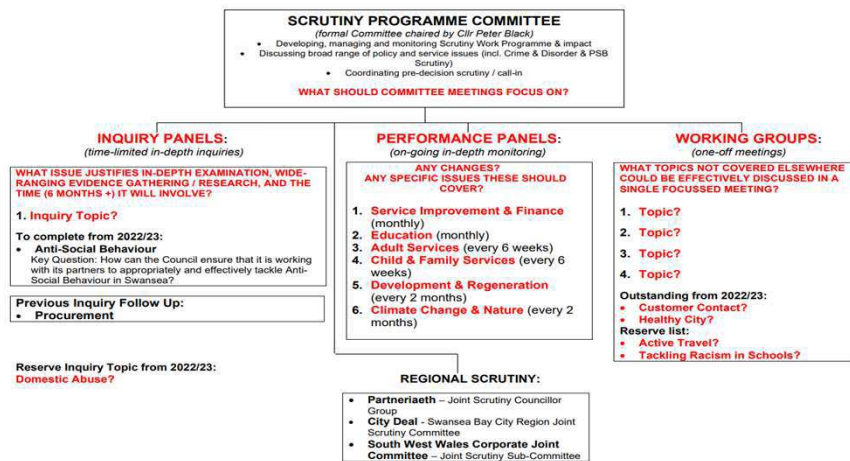
Group Discussion

Swansea Scrutiny
question...investigate...improve



Your Draft Work Programme

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



Swansea Scrutiny
question...investigate...improve



Group Discussion

What should be on the Scrutiny radar?

- **Inquiry Panel Topic:** what is the big issue which may need time (up to 6 months) to examine, calling for wide ranging evidence gathering?
- **Performance Panels:** Are these already focussed on the right areas? Is there any specific issue these Panels should cover this year?
- **Working Group Topics:** issues for 'light-touch' / one-off scrutiny?
- **Committee:** issues for the Committee Work Plan?

Swansea Scrutiny

question...investigate...improve



City and County of Swansea
Swansea
City and County of Swansea

Review of the Year: Scrutiny in 2022-23

Over the course of the last Council year, 11 Scrutiny Programme Committee (SPC) and 48 Scrutiny Panel / Working Group meetings were held (lead councillors shown in brackets). This included the following scrutiny activities:

Inquiry Reports (in-depth scrutiny reviews):

These are 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).

- Inquiry in progress:

Inquiry	Status
<p>Anti-Social Behaviour (Cllr Terry Hennegan) Key Question: How can the Council ensure that it is working with its partners to appropriately and effectively tackle Anti-Social Behaviour in Swansea?</p>	<ul style="list-style-type: none"> • Evidence Gathering / Consultation Complete • Panel to consider findings / conclusions • Final Report planned for presentation to Scrutiny Programme Committee October 2023 - to agree submission to Cabinet for decision

(Any new Inquiry topic that is agreed for 2023/24 will be able to commence following the conclusion of the Anti-Social Behaviour Inquiry, later in the year)

- Previous inquiries followed up – to monitor implementation of recommendations and assess impact (usually held around 6-12 months following cabinet decision):

Inquiry	Monitoring Status
<p>Procurement (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?</p>	<ul style="list-style-type: none"> • Final report presented to Cabinet in June 2022. • Cabinet response agreed Oct 2022 – 100% of recommendations accepted. • Follow up meeting planned 24 Oct 2023

Performance Monitoring:

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

- **Service Improvement & Finance** (Cllr Chris Holley) - monthly
- **Education** (Cllr Lyndon Jones) - monthly
- **Adult Services** (Cllr Sue Jones) – every six weeks

- **Child & Family Services** (Cllr Paxton Hood-Williams) – every six weeks
- **Development & Regeneration** (Cllr Chris Holley) – every two months
- **Climate Change & Nature** (Cllr Hannah Lawson) – every two months

(Unless the SPC agree changes, it is assumed that all Performance Panels would continue through 2023/24 as already agreed)

Working Groups:

These enabled a 'light-touch' approach to specific topics of concern, planned as a one-off meeting to gather information, ask questions, and give views / raise any concerns:

Completed:

- **Road Safety** (convener: Cllr Chris Holley)
Meeting held in December 2022
- **Co-production** (convener: Cllr Lyndon Jones)
Meeting held in March 2023

Not completed:

- **Customer Contact** - this was delayed given the attention being given to the implementation of the new Oracle Fusion system. The Working Group should be able to meet early in the new municipal year when relevant officers are in better position to support, provide information, and facilitate questions / discussion. This scrutiny will enable information, focussed questioning & discussion on the user experience when contacting the Council / accessing services whether by telephone or on-line / though digital means; provision for offline and on-line contact; effectiveness of Council Contact Centre; on-going actions to improve digital inclusion / access; quality of website, etc. The meeting will incorporate discussion on digital inclusion, previously identified as an important 'annual' item for scrutiny.
- **Healthy City** - this would enable information, focussed questioning & discussion exploring the Healthy City Partnership, key activities and achievements, work in relation to health promotion, particularly physical activities, including provision of outdoor sport and activities and opportunities for young people, etc. However, the Health City Partnership, which is led by the Local Health Board, has not met since before the pandemic, therefore work is currently on hold. This Working Group could be replaced in the 2023/24 work programme, but revisited in the future at the appropriate time.

Follow up:

The SPC takes responsibility for following up on previous Working Group views and recommendations. It received an update on action following the **Workforce** Scrutiny Working Group, which concluded in February 2022, enabling the SPC to consider progress against recommended improvement and highlight issues where further action may be required. A follow up on the **Bus Services** Working Group, which concluded in March 2022, was planned but delayed. This will be in the SPC work plan for 2023/24.

Cabinet Member Questioning Sessions / Discussion on Specific Cabinet Portfolio Responsibilities:

As well as reporting to Performance Panels and Working Groups, Cabinet Members attended Committee sessions throughout the year, enabling the SPC to hold them to account and explore their work, looking at priorities, actions, achievements and impact in relation to specific portfolio responsibilities.

A session with the Leader of the Council was held in January 2023. The Committee focussed their questions mainly on **development and regeneration activity, including the Swansea Bay City Deal.**

As well as an overall Q & A Session with the Leader / Cabinet Member for Economy, Finance & Strategy, the Committee questioned other Cabinet Members on specific portfolio responsibilities, with discussion on:

- **Archives / Community Hub**
- **Fly Tipping**
- **Homelessness**
- **Houses in Multiple Occupation**

Crime & Disorder Scrutiny – Safer Swansea Community Safety Partnership:

The Committee is the authority's designated Crime & Disorder Scrutiny Committee. In discharging this role, the Committee held its annual session in April 2023 focusing on the performance of the Safer Swansea Partnership, looking at partnership priorities, activities, and impact. Lead representatives from both South Wales Police and the Council, who are involved in the joint-chairing arrangement for the Safer Swansea Partnership Steering Group, attended to present information and take questions on the work of the Safer Swansea Partnership. This included questions on Governance and Leadership, Resources, the Evening & Night-Time Economy, the Mayhill disturbance and partnership / policing review, Hate Crime reporting and monitoring, Community Integration and Cohesion, Anti-Social Behaviour (off-road bikes), dealing with Sexual Offences / Rape, Substance Misuse, Community Engagement and Co-production, and new Partnership Community Safety Priorities for 2023-26.

Public Services Board Scrutiny:

The Committee is responsible for scrutinizing the performance of Swansea Public Services Board (PSB) and how it is making a difference. This was discussed during meetings held in October 2022 and February 2023. In October, as part of the ongoing scrutiny, the Committee considered the PSB Annual Report 2021/22 in relation to overall progress and performance of the PSB. It also considered information on work being done to improve the PSB's performance framework (following issue raised by the Committee); the new Assessment of Local Well-being (published in May 2022), and the development of a new Local Well-being Plan. In February, the Committee was formally consulted on the Draft PSB Local Well-being Plan, which must be in place by May 2023. It also followed up on issues arising from previous scrutiny sessions, and action taken. The Committee has continued to make suggestions to challenge improvement, including around visibility, the measuring and reporting of performance against objectives and impact, and public engagement. The Committee will follow up

on the development of the Well-being Plan at the next PSB Scrutiny session, around September 2023, when it hopes to be able to see the associated action plan and how performance against the Plan will be measured.

Pre-decision Scrutiny:

Pre-decision Scrutiny - taking into account strategic impact, public interest, and financial implications, 3 Cabinet reports were subject to pre-decision scrutiny (carried out by the Committee or relevant Performance Panels), with views reported to Cabinet before decisions were taken:

- **Oracle Project Investment Update**
- **Annual Budget**
- **National 20 Mph Default Speed Limit**

Pre-decision Scrutiny of a Cabinet report on 'FPR7 Redevelopment of 277-278 Oxford Street - Community Hub Project' was originally scheduled for discussion at the 16 May SPC meeting, but the Cabinet report has been delayed. This will be carried out during 2023/24 in accordance with the Cabinet meeting it is reported to.

Call-In: None

Other reports considered by SPC:

- **Annual Corporate Safeguarding Report**
- **Delivery of Corporate Priority – Tackling Poverty**
- Scrutiny Annual Report for 2021/22 (reported to Council 1 Sep 2022)
- Scrutiny Performance Panel conveners provided progress reports on the work and impact of their Panels
- Co-ordination with the Governance & Audit Committee – Discussion between Chairs / Committees on the Audit / Scrutiny Relationship:

Regional Scrutiny:

This is collaborative scrutiny with other Local Authorities for topics / issues of shared interest or concern, and models of regional working. A regular update on regional scrutiny activity was provided to the SPC to ensure awareness.

- **Partneriaeth / Education through Regional Working –** A Joint Scrutiny Councillor Group, comprising of Education Scrutiny Chairs and Vice Chairs, or equivalent, across Swansea Council, Carmarthenshire Council and Pembrokeshire Councils has scrutinised the work of the new regional education partnership which supports the delivery of school improvement, and ensure greater public accountability over decisions made. Scrutiny seeks reassurance and considers if the Partnership is operating according to the Joint Committee Agreement, and its Business Plan, and is being managed effectively. The Chair of the Scrutiny Programme Committee and Convener of the Education Scrutiny Performance Panel have participated in the Scrutiny of Partneriaeth. The Group meets termly, mirroring the Partneriaeth Joint Committee. Meetings took place 24 October 2022 and 13 February 2023. As per Joint Agreement, the Swansea Scrutiny Team manages support for the Scrutiny of Partneriaeth.

- **Swansea Bay City Region City Deal** – Swansea Scrutiny has also been involved in the Swansea Bay City Region Joint Scrutiny Committee, approved by Council in July 2018. This arrangement involves three councillor representatives from each of the four Councils involved in the City Region, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal programme. Swansea Scrutiny Councillor representatives are currently: Jan Curtice, Victoria Holland & Chris Holley. The Joint Scrutiny Committee is meeting every two months. Meetings took place in July, September and December 2022, and February and May 2023. As per Joint Agreement, the Scrutiny Committee is serviced by Neath Port Talbot Council.
- **South West Wales Corporate Joint Committee** - The Corporate Joint Committee (CJC) involves Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils, as well as Brecon Beacons and the Pembrokeshire Coast National Park Authorities, and will exercise functions relating to strategic land use planning, regional transport planning and the exercise of economic well-being powers. The CJC has set up a CJC Overview & Scrutiny Sub-Committee which consists of three elected members from each Council and will meet at least quarterly. The Overview & Scrutiny Sub-Committee will scrutinise the decisions / actions of the CJC as it discharges its functions and performance in relation to policy objectives and targets. Swansea Scrutiny Councillor representatives have been: Peter Black, Wendy Lewis & Mike White. Meetings took place in November 2022, and January, February and April 2023. The Overview & Scrutiny Sub-Committee is being serviced by Neath Port Talbot Council.

(The Council is already committed to participation in regional scrutiny arrangements, which will continue during 2023/24)

Chairs' Scrutiny Letters:

There were 56 letters sent to Cabinet Members – an established way for scrutiny, across all activities, to communicate findings, views and recommendations for improvement directly to Cabinet Members, reflecting discussion at meetings and continuing an effective dialogue between the Scrutiny and the Cabinet. Effectively 'mini-reports' with conclusions and proposals from scrutiny – and responses. Response times are monitored:

- the average response time was 20 days (against target of 21 days) – for comparison performance for whole of 2021/22 was 18 days.
- of the 19 letters which required a Cabinet Member response 68% were responded to within time – for comparison performance during 2021/22: 71% / 24 letters.

Letters sent by the Committee, Inquiry Panels and Working Groups, and those by Performance Panels where action required from the Committee, and responses to letters were published within the SPC agenda for discussion.

Scrutiny Annual Report:

The Scrutiny Annual Report for 2021/21 was presented to Council in September 2022.

Councillor Engagement:

- Number of backbench Councillors actively involved in scrutiny: 72%
- Average Councillor attendance at scrutiny meetings: 73%

Public Engagement:

- % of meetings with public input: 24%
- % of meetings attracting media coverage: 26%
- Number of scrutiny discussions reported upon in the press: at least 19

Feedback

We have post-meeting feedback from Cabinet Members and officers who have participated in Scrutiny meetings, about their experience and satisfaction. They are invited to complete a short anonymous survey shortly after each Scrutiny meeting, to help us to evaluate the quality and effectiveness of scrutiny practice and inform the improvement and development of scrutiny in Swansea. During 2022/23 this generated 42 responses. Drawing some headlines from the responses, the feedback indicates:

- ✓ The purpose of Scrutiny meetings has been clear, with topics of discussion being significant and important.
- ✓ Those attending meetings have felt well supported in the process of Scrutiny and treated well, with the experience being overwhelmingly positive.
- ✓ Scrutiny meetings have been chaired effectively.
- ✓ Those carrying out Scrutiny have been focused on the topic(s) and asked pertinent questions, with discussion / debate being fair and balanced.
- ✓ Scrutiny meetings have been useful and constructive.

Some improvement suggestions:

- With hybrid meetings it is useful when the Chair says who is in the physical room, as it is unclear from the cameras to those participating online.
- Being careful not to stray into personal / ward specific issues during Scrutiny.

Councillor Survey

In order to strengthen end of year review / evaluation efforts, a Councillor Survey was issued to all Councillors in April inviting views about the way Scrutiny has worked over the last year, so that we can monitor the effectiveness of Scrutiny, get a better indication of satisfaction, and address any areas for improvement. The survey also provided an opportunity to input ideas for future Scrutiny topics, which will be fed into the Scrutiny Work Planning Conference. 28 Councillors responded to the survey (24 non-executive Councillors and 4 Cabinet Members)

2

Survey results (28 responses) show that:

- ✓ Councillors have a good understanding of the role of Scrutiny. (89%)
- ✓ Respondents feel that overall, Scrutiny is operating well in Swansea. (79%)
- ✓ Swansea Scrutiny is Councillor-led. (100%)
- ✓ Non-executive members have good opportunities to participate in Scrutiny (90%)
- ✓ Our Scrutiny Work Programme balances issues of strategic importance and community concerns. (79%)
- ✓ Scrutiny activities are well-planned. (82%)
- ✓ Scrutiny provides regular challenge to decision-makers. (86%)
- ✓ Scrutiny is an important Council mechanism for public engagement. (75%)
- ✓ Scrutiny has a positive impact on the business of the Council. (75%); and
- ✓ Councillors are happy with the level of support and guidance provided by the Scrutiny Team. (100%)
- However, only 54% agree that Scrutiny has the resources and organisational support it needs to be effective.

What Councillors like about getting involved in Scrutiny:

- ✓ ability to maintain good oversight on range of topics of concern.
- ✓ a way to find out what's going on / opportunity to gain insight into reasons behind decisions and way to get more information on issues affecting the area.
- ✓ opportunity to develop an understanding of a subject.
- ✓ being able to get an issue looked at within scrutiny.
- ✓ best opportunity to ask questions and get into the detail.
- ✓ ability to challenge decision-makers / decision-making.
- ✓ way to help the Council, and its services and policies, to improve.

Some things Councillors have raised that we could give attention to:

- workload / timing of meetings, to assist attendance.
- more Councillors actively participating.
- ensuring things are followed up effectively.
- quality of reports / information to scrutiny.
- ensuring all are clear about the process.
- engaging all in meeting preparation.
- ensuring focussed meetings.
- making sure scrutiny is well-timed.
- being careful not to cover the same ground repeatedly.
- co-ordination with other Committees.
- resources.

Survey results will be reported in the Scrutiny Annual Report.

3a

RECENT SCRUTINY INQUIRY PANEL CASE STUDIES

Procurement

Purpose: The aim of the inquiry was to investigate how the council is ensuring it procures locally, ethically, and greenly while being cost effective and transparent in its practices.

Evidence Gathering: The Inquiry Panel met with various external organisations such as Swansea Council for Voluntary Service and Business Wales, contractors, and several Cabinet Members along with officers from across council departments to gather detailed evidence on how procurement operates in Swansea.

Findings: The Panel concluded its inquiry with a report to Cabinet with 14 recommendations on how to tackle challenges in the long term, medium term, and a list of 'quick wins'. Recommendations included various ways for the Council to investigate, measure and improve its procurement practices in relation to the natural environment, social values, and localism.

Follow Up: All 14 recommendations were accepted by Cabinet in October 2022. The implementation of recommendations will be followed up by the Scrutiny Panel in October 2023 at which time the Panel will assess the impact of the inquiry.

Equalities

Purpose: The aim of the inquiry was to look at how the Council can improve how it is meeting and embedding the requirements under the Equality Act 2010.

Evidence Gathering: To investigate how the council is meeting its equalities duties, Panel Members met with various community groups and organisations across Swansea, who represent the equality strands under the Equality Act 2010. They also spoke to Council Directors to gain understanding on equalities objectives, the embedding of equalities duties and staff training/knowledge across the authority.

Findings: The Panel presented its findings to Cabinet in a report which included 18 recommendations. The Inquiry concluded that on balance the Council does have due regard to eliminating discrimination, to advancing opportunity and fostering good relations. However, the Panel felt that there were a number of ways in which Swansea Council can improve how it meets its equalities duties. The Cabinet accepted all of the recommendations made by the Inquiry Panel.

Follow Up: The Inquiry Panel met in February 2022 to look at the impact and progress with the recommendations made. Panel Members were pleased with the positive impact of the inquiry. The Panel agreed to conclude their follow up involvement with the inquiry after satisfaction that good progress has been made with all the recommendations. However, the Panel suggested that the Scrutiny Programme Committee create a Working Group to look at one of the issues highlighted in the inquiry namely, Co-production. Panel Members were keen to monitor how this is progressing.

3b

RECENT SCRUTINY WORKING GROUP CASE STUDIES

Workforce

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

Main Findings: Overall, the Working Group was reassured that the Authority is doing what it can to support its workforce during and post pandemic. It heard about results from the staff survey that was undertaken both towards the start of the pandemic and during 2021. The Working Group was also pleased about the extensive engagement with the Trade Unions. The Working Group gave its support to the approach of having an agile working policy and accommodation strategy that is more flexible and provides work / life balance, whilst still meeting the needs of the residents of Swansea. It recommended that any new home working policy must include clear provision to support the health and well-being of staff working from home.

The Working Group was allowed to hold a further meeting to consider results from a further staff survey that was carried out during 2021 and following questions had confidence that the Authority was progressing in the right direction with regards its workforce. The Working Group was concluded in February 2022.

Follow Up: Working Group recommendations are followed up by the Scrutiny Programme Committee to check on progress with the topic / issue(s) and response to any specific suggestions or recommendations made and agreed action coming out of the Scrutiny session.

The Committee received an update on action in November 2022 and heard about key developments including recent agreement by Cabinet of a Post Pandemic Working Model (and seven agreed principles), and Workforce Strategy 2022-27, which now provided a longer-term picture and clearer focus on workforce priorities. The latest position was also provided on wellbeing and sickness absence, agency workers including improvement actions taken, HR and Service Centre operations, Headcount/FTE, and Occupational Health Data. The Committee asked about the uptake of wellbeing / mental health training by staff. The Committee agreed that there should be clarity around standards and expectations regarding future working and customer contact, given there is now an established mix of office and home working across the organisation.

Road Safety

Purpose: The Road Safety Scrutiny Working Group met to look at a number of issues including speed controls (signs, humps and cameras), the new 20mph limits, road conditions and partnership working. It met with Officers from the Road Safety Team.

3b

Main Findings: The Working Group was concerned that the Welsh Government Road Safety Grant has been held back for the 2nd year in a row due to the 20mph speed reduction scheme and the potential impact this will have. It requested the Cabinet Member to appeal to the Go Safe Partnership to be more proactive in the area of Gower Commons. It recommended increasing signage and banners outside schools as a deterrent to remind drivers to drive and park safely around schools and raised the need for developments in the Kerbcraft programme with the particular suggestion of developing a module on encouraging walking to school and general active travel. The Working Group was concluded in December 2022.

Follow Up: Working Group recommendations will be followed up by the Scrutiny Programme Committee during 2023-24.

Co-production

Purpose: The Co-production Scrutiny Working Group met to look at a number of issues related to the Council's role and responsibilities on the development of co-production in the Council and progress, helping to improve involvement and engagement with service users, partners and the public in the design & delivery of services & decision-making. The Working Group met with the relevant Cabinet Member and officers. Also in attendance was the Director of SCVS and an officer from Social Services.

Main Findings: Overall, the Working Group was encouraged by the approach the Council are taking to coproduction. It was appraised on developments so far including the work of Co-Pro Lab Wales who are contracted for 12 months until October 2023 to provide advice and support and produce a feedback report. It received an update on co-production progress in Social Services and heard about Internal Coproduction Champions, a model favoured by the Group which can be harder to achieve than a centralised coproduction provision but has the potential to be more successful in embedding co-production. It recommended using a mix of existing coproduction tools and bespoke ones and requested training for members as well as officers. The Working Group was concluded in March 2023.

Follow Up: Working Group recommendations will be followed up by the Scrutiny Programme Committee during 2023-24.

4 - Work Planning Guidance

For proposed Scrutiny topics

1	Is it an issue of concern?	<p>For example:</p> <ul style="list-style-type: none"> Is it an issue of public concern? e.g., complaints, members' knowledge/feedback from electoral wards, local media, surveys, other consultation. Is there a performance concern? e.g., evidence from performance indicators, benchmarking or performance unknown/not currently measured. Are there budget concerns? e.g., pattern of budget overspending or significant underspending 	No ↓
	Yes ↓		
2	Is the issue strategic and significant?	<p>For examples:</p> <ul style="list-style-type: none"> Are there links to Council's Corporate Plan and Priorities? Does the issue impact on Council's or partners main priorities? e.g., Service Plans, Strategies, Outcome Objectives, Commitments. Has the issue been raised by Audit/Inspection reports or Audit Wales Annual Improvement Report? Does it have a significant impact on the public? 	No ↓
	Yes ↓		
3	Is it a good use of scrutiny time?	<p>For examples:</p> <ul style="list-style-type: none"> Is there a clear objective for examining this topic? Has similar scrutiny work already been undertaken? Is the issue being examined elsewhere internally or externally? Could scrutiny make a difference to how services are delivered or how resources are used? Could scrutiny consider quality, cost and sustainability of service provision? Is scrutiny likely to generate recommendations for improvement? Has the relevant service / policy area recently undergone substantial change? i.e., is it too early to review the effects of the change? Would this issue require in-depth examination? i.e., a wide-ranging programme of evidence gathering and research OR instead something that needs regular monitoring? OR could be tackled through a one-off meeting discussion? 	No ↓
	Yes ↓		
*SUITABLE			*NOT SUITABLE

* Based on the criteria recommended for:

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

5

Scrutiny Topic Suggestions – June 2023

Corporate Management Team:

Progress of delivery against Corporate Plan and objectives
Budget Proposals prior to Cabinet/Council consideration
Tackling Poverty and Community
Progress on delivering Transformation Plan
Council's Performance Management (can also be picked up as topic specific session)
Corporate Safeguarding (Child and Family and Adult Services)
Delivery against Education Estyn Inspection actions
Economic Regeneration Actions and delivery
Community Safety / Anti-Social Behaviour
Sustainable Communities for Learning
Partneriaeth (regional arrangement)
ALN (Additional Learning Needs)
City Deal "Swansea specific" projects
Housing Welsh Housing Quality Standard / Homelessness
Regional Working (Swansea specific activities to avoid duplication with regional scrutiny)
Public Services Board Annual Report and work streams
Climate Change progress against Net Zero 2030 Action plan
Delivery against Workforce Development Strategy
Follow up actions relating to Procurement Review

5

Councillors (including from previous year's work):

<p>Customer Contact Working Group <i>(carry over from 2022/23 – to cover ‘digital inclusion’ which has been identified as topic for annual scrutiny)</i></p>
<p>Healthy City Working Group <i>(carry over from 2022/23)</i></p>
<p>Domestic Abuse <i>(reserve possible Inquiry topic from 2022/23 looking at the quality of support for victims and what could be done better, etc.)</i></p>
<p>Active Travel <i>(reserve Working Group topic from 2022/23; enabling focussed questioning & discussion on the Council’s Active Travel Plans and outcomes; current & future developments; improvements to community consultation; how well we are meeting obligations of Welsh Government Active Travel Act; usage - impact on numbers cycling / walking; and relevant issues)</i></p> <p><i>(raised again by councillor(s) with concerns around costs and consequences / impact of routes to local communities)</i></p>
<p>Tackling Racism in Schools <i>(reserve Working Group topic from 2022/23; enabling focussed questioning & discussion on the extent of the issue; how schools deal with suspected racist incidents; reporting arrangements, rates, etc.)</i></p>
<p>Oracle Project Implementation Update <i>(from Committee workplan 2022/23 – following discussion on the investment, the Committee has asked for a report, following implementation of the new system, which provides clarity on total project cost, so that the public have a clearer understanding of the costs, and benefits of the project, to explain the spending of over £10m)</i></p>
<p>Parks <i>(carry over from Committee workplan 2022/23 – Cabinet Member Portfolio Session)</i></p>
<p>Community Growing <i>(carry over from Committee workplan 2022/23 – Cabinet Member Portfolio Session)</i></p>
<p>Community Groups, Engagement & Development <i>(carry over from Committee workplan 2022/23 – Cabinet Member Portfolio Session)</i></p>
<p>Highway Maintenance / Road Surface Repairs <i>(incl. asking about work schedules and communications with local Councillors; road and pavement repairs)</i></p>

5

Capital Support to Private Sector Business
Tackling Far Right Extremism in Swansea
Tackling Poverty
Community Cohesion
Planning Process (concern about the quality of Ecological Assessments in planning applications)
Listed Buildings
Schools Meals Service (concern about rising costs to schools)
Public Consultation
Natural Environment (concern at the destruction of the natural environment away from the city centre)
5G Masts (concern about siting / health issues)
Additional Learning Needs (how we are building capacity to meet ALN in mainstream schools, including behaviour and wellbeing)
Biodiversity (monitoring biodiversity management / habitat destruction; how we are measuring biodiversity)
Regeneration (monitoring regeneration projects - how we are measuring value for money)
Grounds Maintenance (monitoring, including grass cutting; maintenance of 'green' areas within city centre e.g. planted areas on pedestrian footpath and central reservations on West Way, Kingsway, etc. Concern about areas very overgrown with weeds, accumulated litter debris, tree roots erupting from decorative 'casing'. The problem persists on access roads to city centre not giving a good perception)
Litter & Street Cleansing (monitoring, concerns about extent of litter along main roads into Swansea)

5

<p>Fly Tipping (one-off Working Group – concern about prosecutions; concern about Fly Tipping enforcement policy and practice, and how effective is the current practice in preventing Fly Tipping?)</p>
<p>Preventative work to protect retaining walls (one-off Working Group – concerns as significant issue in Castle ward)</p>
<p>Substance Misuse (one-off Working Group; some concern also about excessive use of cannabis throughout Swansea)</p>
<p>Skyline Development (concerns about impacts in terms of biodiversity, rights of way and access for walkers, cyclists, horse riders to Kilvey; is it providing value for money in terms of jobs? Are those jobs worth the environmental damage, cost and other issues?)</p>
<p>Houses in Multiple Occupation (concern about numbers and subsequent rise in Airbnb where saturation is too high for HMO to be passed; also concern HMO Policy does not work for the residents in high concentration HMO areas)</p>
<p>Local Area Co-ordination</p>
<p>Council budget</p>
<p>City Centre aesthetics (concern about unsightly scaffolding top end of Princess Street)</p>

Issues in the Media (via local press):

Sickness Absence within the Council	Homelessness
Council Finances / Economy	Welsh Language School Provision
School Attendance	Drugs
School Admissions	Swansea Airport
Tourism	Council Car Parks / Charges
Tidal Lagoon	Community Safety / Anti-Social Behaviour

5

Fly Tipping / Litter	Covid Impacts (e.g., on Health, Social Care and Education)
Regeneration (incl. Skyline development, Castle Square, 71/72 Kingsway, Hafod-Morfa Copperworks, Swansea Arena / Copr Bay)	City Centre Retail
Highways (incl. potholes)	Bus Services
Housing Standards	Mumbles Sea Defence Project
Energy Costs / Cost of Living	5G Masts

6 – Outline Scrutiny Work Programme 2023/24

SCRUTINY PROGRAMME COMMITTEE

(formal Committee chaired by Cllr Peter Black)

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

WHAT SHOULD COMMITTEE MEETINGS FOCUS ON?

INQUIRY PANELS:

(time-limited in-depth inquiries)

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

1. Inquiry Topic?

To complete from 2022/23:

- **Anti-Social Behaviour**

Key Question: How can the Council ensure that it is working with its partners to appropriately and effectively tackle Anti-Social Behaviour in Swansea?

Previous Inquiry Follow Up:

- **Procurement**

Reserve Inquiry Topic from 2022/23:

Domestic Abuse?

PERFORMANCE PANELS:

(on-going in-depth monitoring)

**ANY CHANGES?
ANY SPECIFIC ISSUES THESE SHOULD COVER?**

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

REGIONAL SCRUTINY:

- **Partneriaeth** – Joint Scrutiny Councillor Group
- **City Deal** - Swansea Bay City Region Joint Scrutiny Committee
- **South West Wales Corporate Joint Committee** – Joint Scrutiny Sub-Committee

WORKING GROUPS:

(one-off meetings)

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

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

Outstanding from 2022/23:

- **Customer Contact?**
- **Healthy City?**

Reserve list:

- **Active Travel?**
- **Tackling Racism in Schools?**

7 - CABINET PORTFOLIOS (2023)

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

7 - CABINET PORTFOLIOS (2023)

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