



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Programme Committee

At: Council Chamber - Guildhall, Swansea

On: Monday, 14 January 2019

Time: 4.30 pm

Chair: Councillor Mary Jones

Membership:

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

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

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

Agenda

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| 2 | Disclosures of Personal & Prejudicial Interest.
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.
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Service Improvement & Finance (Councillor Chris Holley, Convener)

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Next Meeting: Monday, 11 February 2019 at 4.30 pm



Huw Evans
Head of Democratic Services
Monday, 7 January 2019

Contact: Democratic Services - Tel (01792) 636923

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Council Chamber - Guildhall, Swansea

Monday, 10 December 2018 at 4.30 pm

Present: Councillor M H Jones (Chair) Presided

Councillor(s)

C Anderson
L S Gibbard
P K Jones
S Pritchard

Councillor(s)

M Durke
D W Helliwell
E T Kirchner
G J Tanner

Councillor(s)

E W Fitzgerald
T J Hennegan
W G Lewis

Statutory Co-opted Member(s)

D Anderson-Thomas

Councillor Co-opted Member(s)

P M Black	P R Hood-Williams
C A Holley	J W Jones

Also Present:

Councillor Mark Child	Cabinet Member for Care, Health & Ageing Well
Councillor Clive Lloyd	Deputy Leader / Cabinet Member for Business Transformation & Performance

Officer(s)

Kate Jones	Democratic Services Officer
Brij Madahar	Scrutiny Team Leader
Martin Nicholls	Director of Place
Debbie Smith	Deputy Chief Legal Officer
Vicky Thomas	Sustainable Swansea Programme Manager

Apologies for Absence

Councillor(s): W G Thomas
Statutory Co-opted Member(s): A Roberts

84 Disclosures of Personal & Prejudicial Interest.

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

Councillor M C Child - personal - Minute Nos. 88 – Mother receives services from Social Services - Councillor M C Child has been granted dispensation from Standards Committee to exercise executive powers, stay, speak, vote and make oral and written representations in respect of issues involving Adult Social Services.

Councillor C A Holley - personal - Minute Nos. 88 – Daughter works for Social Services.

85 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.

86 Minutes.

Resolved that the Minutes of the Scrutiny Programme Committee held on 12 November 2018 be approved and signed as a correct record.

87 Public Question Time.

There were no public questions.

88 Cabinet Member Question Session: Cabinet Member for Care, Health & Ageing Well (Councillor Mark Child).

The Cabinet Member for Care, Health & Ageing Well presented a report on the key headlines of his Portfolio. A verbal address was provided further to the written report circulated. He highlighted the key priorities within the portfolio; prevention and early intervention, modernisation and integrated working as well as the pressures arising from austerity and increasing demand for the service.

Questions and Discussions with the Cabinet Member focussed on the following: -

- The work of the Public Service Board and whether it is adding value to areas of the portfolio
- Welsh Governments funding of Social Services and the National Health Service – whether there is a fair balance / split of funding
- Continued promotion of independent living and resources available
- Local Area Coordination – ambition to expand Local Area Coordination to all in Swansea, funding had been secured for two new posts in the Llansamlet and Blaenymaes areas and a new recruitment process had been used for their appointment. However it was also noted that funding had been withdrawn for the Local Area Co-ordinator covering the Gowerton, Loughor and Penllergaer areas
- Provision of evidence to show the impact / outcomes of Local Area Coordination specifically for Swansea, and impact in terms of reducing demand / costs for Social Services

The Chair reported that questions had been received from a member of the public in relation to the Western Bay regional Health & Social Care Programme. The questions focussed on the availability of the Minutes and Agendas for the Western Bay Regional Partnership Board as well as knowledge, accessibility and transparency of the work being undertaken and allowing for greater public

engagement. The Cabinet Member undertook to provide a written response to the questions received.

Resolved that:-

- 1) The Cabinet Member provides written responses to the public questions received;
- 2) The Cabinet Member provides evidence / links to studies regarding the effectiveness of Local Area Coordination; and
- 3) The Chair of the Scrutiny Programme Committee write to the Cabinet Member, reflecting the discussion and sharing the views of the Committee.

89 Sustainable Swansea Programme - Commissioning Reviews: Service Areas - Annual Progress Update.

The Deputy Leader, the Director of Place and the Sustainable Swansea Programme Manager were present for the Committee's consideration of the report on 'Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Annual Progress Update'.

The Deputy Leader provided a verbal address further to the report provided, which explained the purpose of the Commissioning Reviews and highlighted the progress and outcomes over the last 12 months.

The Sustainable Swansea Programme Manager provided a presentation on 'Sustainable Swansea Commissioning Reviews – Annual Update' which included:-

- Key Purpose
- Future Generation Impacts
- Core Principles – Example Outcomes
- Challenges
- Next steps

The Director of Place outlined that the reviews undertaken would continue to be monitored until all necessary changes had been implemented. The agreed programme of Commissioning Reviews set out in 2014 was nearing completion and a new programme would be developed. The design of the new programme would involve a greater focus on Co-production and involve input from Scrutiny.

Discussions with the Deputy Leader and Officers focussed on the following:-

- Ensuring that the Commissioning Reviews provide / demonstrate value for money
- Benefits and savings from the overall Programme
- The need for Commissioning Reviews to show consideration of public views / perception and have a clear knowledge of what the public want at the outset of the review
- Parks & Cleansing Review – Some variation to plans but work to explore partnership regarding the Botanical Gardens still ongoing (The Director of

Place undertook to clarify whether there were still plans to create a charged car park)

- The identification of a number of areas for zero-based budgeting reviews as part of future work
- The value of early engagement with Scrutiny.

Resolved that the update and views of the Committee be noted.

90 Scrutiny Performance Panel Progress Report.

Councillor Jeff Jones, Convener of the Development & Regeneration Performance Panel, provided an update on the work of the panel to date. He referred to the work plan of the Panel which now features a 'dashboard' style report at each meeting to support ongoing monitoring and regular 'health check' of development & regeneration projects. He highlighted the recent Pre-Decision Scrutiny on Swansea Central Phase 1 Update and FPR7 noting the concerns of the cost of the project.

91 Membership of Scrutiny Panels and Working Groups.

The Chair presented a report which outlined that there were no alterations to the Membership of the current Scrutiny Panels or Working Groups.

92 Scrutiny Work Programme 2018/19.

The Chair presented the agreed Scrutiny Work Programme for 2018/19.

The Cabinet Member Question Session for the next Scrutiny Programme Committee was with the Leader. Committee Members were asked to submit questions or question topics prior to the meeting.

It was also noted that Dr. Gideon Calder had been co-opted to the Equalities Inquiry Panel.

93 Scrutiny Letters.

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

She highlighted the response letter received from the Cabinet Member for Education Improvement, Learning & Skills dated 26 November 2018. On the issue of possible action to tackle concern about vehicle exhaust emissions around schools, and advice from the Cabinet Member, it was stated that it would be more appropriate to ask governing bodies to consider whether or not their wellbeing policies take into account health risks associated with exhaust emissions and request that they agree a strategy for communicating a message to parents. It was also felt that schools participating in the Eco-Schools Programme could be encouraged to look at this issue.

Also in relation to the letter from the Cabinet Member for Education Improvement, Learning & Skills, it was also noted that the local authority has recommended to

governing bodies that all school governors should undertake a DBS check, however as it is not mandatory this is a matter for Governing Bodies to agree.

She also highlighted a request received from the Air & Noise Pollution Scrutiny Working Group to meet annually. This would be looked at as part of the Work Planning Conference for the next Municipal Year.

The Chair also informed the Committee that Pre-Decision Scrutiny was being carried out by the Schools Performance Panel on 17 December 2018 on the proposed closure of Craigeffnparc (report on Small School Review) and YGG Felindre (report on School Organisation Linked to the Welsh Education Strategic Plan) Primary Schools, which were subject of Cabinet decision on 20 December.

94 Audit Committee Work Plan (For Information).

The Audit Committee Work Plan was provided for information. The Chair stated that arrangements would be made for the Chair of the Audit Committee to attend a future Committee meeting.

95 Date and Time of Upcoming Panel / Working Group Meetings.

The dates and times of upcoming Panel / Working Group Meetings were provided for information.

The meeting ended at 5.50 pm

Chair

Agenda Item 6



Report of the Chair

Scrutiny Programme Committee – 14 January 2019

Cabinet Member Question Session

Purpose:	To enable the Committee to question Cabinet Members on their work. The Committee's questions will broadly explore Cabinet Members' priorities, actions, achievements and impact in relation to areas of responsibility.
Content:	The following Cabinet Member will appear before the Committee to participate in a question and answer session: <ul style="list-style-type: none">• Councillor Rob Stewart, Leader and Cabinet Member for Economy & Strategy
Councillors are being asked to:	<ul style="list-style-type: none">• Question the Cabinet Member on relevant matters• Make comments and recommendations as necessary
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Chief Legal Officer and Monitoring Officer
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

1.1 One of the most important roles that scrutiny carries out is holding the Council's Cabinet to account. The Cabinet (also known as the Executive) is made up of the Leader and other councillors, appointed by the Leader, who are allocated specific portfolio responsibilities:

Cllr Rob Stewart	- Economy & Strategy (Leader)
Cllr Clive Lloyd	- Business Transformation & Performance (Deputy Leader)
Cllr Mary Sherwood & Cllr June Burtonshaw	- Better Communities - People
Cllr Mark Child	- Better Communities - Place
	- Care, Health & Ageing Well

Cllr Elliot King	- Children Services - Early Years
Cllr Will Evans	- Children Services - Young People
Cllr David Hopkins	- Delivery
Cllr Jennifer Raynor	- Education Improvement, Learning & Skills
Cllr Mark Thomas	- Environment & Infrastructure Management
Cllr Andrea Lewis	- Homes & Energy
Cllr Robert Francis-Davies	- Investment, Regeneration & Tourism

- 1.2 By acting as a 'critical friend' scrutiny has the opportunity to challenge the Cabinet and individual cabinet members on their actions and performance in relation to their areas of responsibilities.
- 1.3 Cabinet Member Question Sessions have become a main feature of Committee meetings. At least one cabinet member is scheduled to appear at each monthly Committee meeting, ensuring all Cabinet Members appear before the Committee over the course of a year, in order to ask questions on their work. Questions will focus on their priorities, actions, achievements and impact.

2. Cabinet Member Question Session

- 2.1 The following Cabinet Member will appear before the Committee:
- a) Councillor Rob Stewart, Leader and Cabinet Member for Economy & Strategy.

This Cabinet Portfolio includes responsibility for:

- 5G project (City Deal)
- City Centre Redevelopment
- City Deal Implementation
- City Region Joint Committee Chair
- Community Leadership
- Constitutional Changes
- Corporate Communications
- Corporate ICT Strategy
- Economic Twinning (Brexit)
- Factory of the Future (City Deal)
- Finance Strategy & Budget Oversight
- Local and Regional Investment Strategy (Regional Bank)
- Planning Policy (regional)
- Poverty Reduction
- Public Services Board (PSB)
- Regeneration Strategy and Major Projects
- Regional Working / Collaboration
- Strategic Partnerships
- Lead Elements of Sustainable Swansea

As Leader of the Council, Cllr. Stewart is responsible for:

- providing political leadership to the Council
- working with officers to lead the organisation
- appointing the Cabinet
- managing and leading the work of the Cabinet and chairing meetings
- delegation of executive functions that allow the Cabinet and Officers to make decisions and manage day-to-day delivery of Council Services, in line with the Council's overall policies and budget

3. Approach to Questions

3.1 At each Cabinet Member Question Session the Committee will generally ask Cabinet Members about:

- relevant priorities / objectives, notable activities and achievements, improvement / impact made, and service user / public engagement.
- what they hope to achieve over the coming months and challenges, including any key decisions they plan take to Cabinet over the next year.
- reflections on their engagement with scrutiny and whether there is any issue relevant to their portfolio that they would suggest for scrutiny, not otherwise covered in the work programme – to ensure scrutiny activity is aligned to priorities and focussed on the right things.

3.2 In terms of themes that cut across all cabinet portfolios, the Committee is interested in asking Cabinet Members about:

- Well-being of Future Generations Act – impact on their work / decisions e.g. what they are doing to achieve the well-being goals and ways of working, e.g. focus on long-term thinking, collaboration / involvement etc.
- Public Services Board (PSB) – their relationship with the work of the PSB; how the PSB impacts on their portfolio and how it is making a difference etc.

3.3 Cabinet Members will be invited to make introductory remarks before taking questions from the Committee. The Cabinet Member has provided a report on 'headlines' in relation to the portfolio to help the Committee focus on priorities, actions, achievements and impact - see **Appendix 1**.

3.4 Amongst questions from the Committee is the intention to ask about:

- Budget Proposals – further to Cabinet report 14 December.
- Swansea Bay City Deal – including current position / latest developments.

- Brexit – possible impact & Council preparedness.
- 3.5 Following each session the chair will write to Cabinet Members in order to capture the main issues discussed, views expressed by the Committee, and any actions for them to consider.
- 3.6 If the Committee wishes to conduct more detailed scrutiny of any of the issues raised during this item then this should be agreed through the normal work planning process and planned for a future meeting. This will also allow proper time for preparation.

4. Previous Correspondence

4.1 The correspondence with Cllr. Stewart following last year's Q & A session (January 2018) is attached, as the following issues relating to his portfolio were discussed, and Committee Member may wish to follow up:

- Budget
- Regeneration & Major Projects
- City Deal
- Corporate Priorities
- Tidal Lagoon
- External Funding Panel

4.2 Members may also wish to follow up, as necessary, on the Cabinet Member's engagement with relevant Scrutiny Panels / Working Groups over the past year.

Scrutiny involving the Leader / Cabinet Member over the past year:

The Leader was written to over the past year about the following issues:

- Development & Regeneration Performance Panel:
 - Reflection on Panel's work during 2017-18 (May 2018)
 - City Deal Financial Implications (Aug 2018)
 - Monitoring of Regeneration Activities (Nov 2018)
 - Pre-Decision Scrutiny - Swansea Central Update and FPR7 (Nov 2018)
- Public Services Board Performance Panel:
 - Draft Well-being Plan (Jan 2018)
 - Early Years Work Stream (Apr 2018)
 - Governance of Public Services Board (Aug 2018)
- Service Improvement & Finance Performance Panel:

- Annual Review of Performance and Quarter 2 Budget Monitoring (Jan 2018)
- Pre-decision Scrutiny – Annual Budget (Mar 2018)
- Quarter 3 Performance Monitoring (Apr 2018)
- End of Year Performance Monitoring (Aug 2018)
- Financial Monitoring (Nov 2018)
- Reserves / Mid-year Budget / Performance (Dec 2018)

In addition, the Leader provided a response to the Regional Working Scrutiny Inquiry final report at Cabinet in Aug 2018. All 11 scrutiny recommendations were agreed. The Inquiry Panel will reconvene during 2019-20 to follow up on the implementation of recommendations and impact of this scrutiny inquiry.

5. Future Scrutiny

- 5.1 The Cabinet Member will continue to be involved in the regular monitoring activities of the above Performance Panels.
- 5.2 More specifically, the Committee should note that the Cabinet Member will be engaged in the following planned / future activity:
- Service Improvement & Finance Performance Panel:
 - Budget Proposals (15 Jan 2019)
 - Pre-decision Scrutiny – Annual Budget (11 Feb 2019)
 - Public Services Board Performance Panel:
 - Q & A with Statutory Members of PSB on their role, involvement, PSB objectives, and achievements (6 Feb 2019)
 - Regional Working Inquiry Panel (follow-up) – date around May tbc

6. Other Questions

- 6.1 For each Cabinet Member Q & A Session the Committee invites members of the public and other scrutiny councillors (not on the Committee) to suggest questions. It is up to the Committee how to deal with any suggested questions within the Session.
- 6.2 On this occasion no questions have been received.

7. Next Session

- 7.1 The next Cabinet Member Question Session on 11 February will be with Councillor Mark Thomas, with focus on the Environment & Infrastructure Management cabinet portfolio.

8. Legal Implications

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

9. Financial Implications

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

Background Papers: None

Appendices:

Appendix 1: Key Headlines: Cabinet Member for Economy & Strategy

Appendix 2: Previous Correspondence



Report of the Cabinet Member for Economy and Strategy

Scrutiny Programme Committee – 14 January 2019

Key Headlines: Economy and Strategy (Leader)

Purpose: This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Economy and Strategy (Leader's) portfolio. It describes some of the improvements made and the impact of these activities in terms of delivering key activities within the portfolio. The report also identifies objectives, key challenges and decisions which are anticipated for Cabinet over the next 12 months. It also sets out how the Well-being of Future Generations Act (Wales) is being used to achieve positive outcomes

Report Author: Jo Portwood

Finance Officer: Paul Roach

Legal Officer: Debbie Smith

For Information

1.0 The Portfolio for Economy and Strategy (Leader)

1.1 Key responsibilities within the portfolio include;

- 5G Project (City Deal)
- City Centre Redevelopment
- City Deal Implementation
- City Region Joint Committee (Chair)
- Community Leadership
- Constitutional Changes
- Corporate Communications
- Corporate ICT Strategy
- Economic Twinning (Brexit)
- Factory of the Future (City Deal)
- Finance & Budget Strategy & Budget Oversight

- Lead Elements of Sustainable Swansea
- Local & Regional Investment Strategy (Regional Bank)
- Planning Policy (Regional)
- Poverty Reduction
- Public Service Board (PSB)
- Regeneration Strategy & Major Projects
- Regional Working / Collaboration
- Strategic Partnerships

1.2 Owing to the breadth and scope of the Economy and Strategy portfolio, it is not the intention of this report to provide an update on *all* of the responsibilities within the Economy and Strategy portfolio. Instead, the report is designed to focus on those responsibilities which members of the Scrutiny Programme Committee have indicated that they would like to scrutinise in more detail at the next meeting of the Scrutiny Programme Committee. Members of the Scrutiny Programme Committee have indicated that they would like an update on the current position and latest developments on the Swansea Bay City Deal, the Council's Budget proposals and the implications of Brexit for the Council and the identification of any potential risks and actions to mitigate the risks. Other notable developments and regeneration activities within the City Centre and the surrounding area have also been included to enable Members of the Scrutiny Programme Committee to scrutinise the progress of the Swansea Bay City Deal within the context of the local economy and wider regeneration plans for Swansea.

2.0 Swansea Bay City Deal

2.1 The Swansea Bay City Deal represents a £1.3 billion investment in the regional economy. It is anticipated that the Swansea Bay City Deal will create over 10,000 high quality jobs in the region over the next 15 years. The Deal consists of 11 innovative projects which aim to create and commercialise new technologies and ideas through; the application of Digital Technologies, Life Science and Well Being, Energy and Advanced Manufacturing. The Deal was approved by both the UK and Welsh Governments in March 2018 and work is currently ongoing with both the UK government and the Welsh Government to agree and finalise the business cases and governance arrangements for each project.

2.2 The Swansea Bay City Deal is overseen by a newly established Joint Committee. A Joint Committee Agreement to govern the City Deal has been developed and agreed by the four regional Councils. Alongside the Joint Committee, an Economic Strategy Board has also been established to provide strategic advice to the Joint Committee and ensure that the Business Community is fully engaged with the City Deal. The Economic Strategy Board appointed Ed Tomp (Vice President and General Manager of Valero UK) to chair the Board in April 2018.

2.3 Although each of the four regional Councils each leads on at least one of the 11 projects which form part of the Swansea Bay City Deal, a Regional Programme Office (based in Carmarthenshire) is currently responsible for the co-ordination of the programme and supporting the work of the Joint Committee. A City Deal Communications and Marketing Officer and City Deal Business Engagement Manager have also been appointed as part of the Regional Office. Work is ongoing between the Project Leads and the UK and Welsh Governments to agree and approve business cases for each project and ensure robust governance arrangements are in place. Workshops have been held with businesses across the City Region, helping raise awareness of the City Deal. The first phase of Yr Egin opened at the UWTSD campus in Carmarthen in October 2018 (and is already close to full occupation).

2.4 Swansea City and the Waterfront Digital District

Swansea is the lead Local Authority for the SBCD's Swansea City and the Waterfront Digital District project which includes the development of a Box Village & Innovation Precinct (at the University of Wales Trinity Saint David Swansea Waterfront Development), a Digital Village and the development of a Digital Square & Arena in Swansea City Centre.

2.4.1 The Box Village and Innovation Precinct

The project will be delivered by the University of Wales Trinity Saint David, as part of its new 23 acre campus situated in the SA1 Swansea Waterfront. The Box Village will operate as an incubator hub offering workspaces with shared services that will provide a nurturing environment for start-ups, with access to university expertise, mentors and investors. Once a business has exceeded the space requirements provided by the Box Village it is envisaged that it will then be accommodated in the Innovation Precinct, which will be a fully integrated shared working space. In terms of delivering the project, the University of Wales Trinity St David have entered into a development agreement with a private sector partner and funding is in place to cover the project design and planning submission. A contractor has been appointed and the design for planning submission (two stage design and construct) is underway. The completion programmed for September 2019.

2.4.2 The Digital Village

The Digital Village will be located on the Kingsway in Swansea City Centre. It will be delivered by Swansea Council to provide low cost, flexible offices within a high quality commercial environment with high speed broadband. It will accommodate Swansea's growing technology businesses and ICT focused businesses expanding from Swansea University and UWTSD incubation facilities, and will be actively managed to support the businesses located within it. The Digital Village

will act as a catalyst for new private sector led development and the refurbishment of further properties on the Kingsway to create a new Central Business District in Swansea City Centre. In terms of progress, enabling infrastructure works for the Digital Village commenced in April 2018. The Kingsway's new public realm and road layout is under construction and is on budget. It is anticipated that the works contracted will be completed in Q4 of 2019. Work is continuing on east Orchard Street to commence new landscaped areas and the detailed design of the Digital Village is now commencing. WSP have been commissioned to undertake detailed design, secure planning permission and deliver on site. A review of the masterplan and demand analysis has been completed. Discussions with potential occupiers are underway. It is anticipated that a planning application will be submitted in the Q2 of 2019.

2.4.3 The Digital Arena and Swansea Central – Phase 1

The Digital Arena will provide a 3,500 capacity high tech facility that would be capable of holding major digital events, including worldwide computer gaming competitions and other digital and data driven events, alongside more traditional live theatre and concert events. The arena will be located within a new cutting edge Digital Square in Swansea City Centre to create a distinctive and unique destination. The Digital Arena will provide the digitally enabled conference and events space required by Swansea's tech businesses and Universities, and help revitalise the environment and leisure offer of Swansea city centre to attract and retain people and businesses in the City Centre. A hotel will also form part of the development, to meet the requirements of business and entertainment tourism linked to the Arena. It will form part of Swansea Central – Phase 1 development which will also include a south side car park with play area/parkland on top, a covered architectural bridge, a multi storey car park on north side incorporating residential units and A3 and north side public realm developments.

2.4.4 In terms of progress, we are entering pre-contract services agreement with the primary contractor for Digital Square & Arena. Advanced construction enabling works are progressing. ATG have been commissioned to operate the Arena for a 30-year term. Designs have progressed to the end of RIBA 3. Buckingham has now been procured as the main construction contractor and detailed designs are progressing to Stage 4. Over the next six months, the project team will work through Stage 4 detailed designs with the contractor to establish fixed costs for the project under a PCSA period until April/May 2019. Subject to sign off of early works expenditure and then final sign-off of the City Deal funding, there will be a start on site in Q2 2019 and completion in Q1 2021. This will be followed by six months commissioning of the arena by ATG with a staged opening. Initial tender responses have been received for the Hotel development component of the scheme, Final tenders will be submitted in Q1 2019.

2.5 Other City Centre development projects and Wider Regeneration

In addition to the SBCD's Swansea City and Waterfront Digital District project, work is ongoing in relation to other re-development projects in the City Centre and the surrounding area including; Swansea Central – Phase 2, Castle Square, Mariner Street, Felindre Strategic Employment site, Hafod Morfa Copperworks and Skyline (a leisure development at Kilvey Hill).

2.5.1 Swansea Central – Phase 2

Work is underway in relation to the scope of Swansea Central Phase 2 and a new retail and leisure offering in the city centre. Discussions are ongoing with Department of International Trade and promoting the opportunity globally via the DfIT Welsh pitch book. It is anticipated that a portfolio of opportunities will be marketed to investors at MIPIM 2019.

2.5.2 Castle Square

Cabinet has agreed to progress the development of Castle Square with Swansea Council undertaking the role of developer. Funding has been identified to appoint a development manager and professional team to take forward a feasibility study and business plan to recommend the viability to move to the delivery stage. The scheme could see new restaurant units in Castle Square and a re-imagined public space. Procurement is underway and it is anticipated that the Development Manager and team will be appointed in Q1 of 2019.

2.5.3 Mariner Street

The site investigation have been completed and building work is about to commence. The development planned for the Mariner Street car park site, opposite the railway station, will include purpose-built accommodation for 780 students and a number of shops and other businesses on the ground floor. The development will further regenerate High Street and complement the £35m transformation of the neighbouring Oldway Centre which, from next September 2019, is due to be home to more than 550 students. It is anticipated that the Mariner Street development will be completed in September 2020.

2.5.4 Felindre Strategic Employment Site

Site marketing is underway. Planning permission has been granted in respect of one of the proposed lettings for major inward investment by a French distribution company which will safeguard and create circa 200 jobs. Site investigation has been undertaken and designs underway. Property contracts are close to completion. This investment will provide

the catalyst for future occupier demand and investment at Felindre. It is anticipated that work on the site will commence in Q1 2019.

2.5.5 Hafod Morfa Copperworks

A new masterplan is being prepared to take advantage of the £5m programme to redevelop the Powerhouse as a distillery and visitor centre for Penderyn; completion of Musgrave Engine House restoration and implementation of wider site infrastructure restoring further buildings, access and structures at Hafod and White Rock. It is anticipated that the works on the Powerhouse will commence in September 2019.

2.5.6 Skyline (leisure facility at Kilvey Hill)

Heads of Terms have signed by the Council and the Skyline board. Survey work has commenced and meetings have been convened between the company and Visit Wales to establish funding opportunities. It is anticipated that the development at Kilvey Hill will create a 4km Luge track, multi-line zip lines, a bar, restaurant, shops and a multi-use purpose area which could be used for weddings or conferences.

3.0 Budget

The Council's Statement of Accounts has been signed off and we are in receipt of audit management letters which gives the Council a clean bill of health again this year. However, the report flags up an ongoing message about the significant pressure to Council services if the UK government's austerity programme continues. Swansea Council has £24 million of savings to make this year, on top of the £70 million made in previous years. This is not unique to Swansea and is repeated across Wales and the UK. Swansea Council has a strong track record of delivering the savings required and have a clear strategy to maintain a balanced budget over the next three years. We have taken action to contain substantial overspending in quarter 2 and have increased spending restrictions and other control mechanisms to slow spend and seek re-balance.

The Draft Budget proposals were issued and considered at Cabinet on December 14th and the Budget consultation process started on this date. The Minimum Revenue Policy (MRP) was approved by Council December 2018 to help finance future capital ambitions. Following the consultation process, the final draft budget will come to Cabinet and Council during February 2019 and will include the Medium Term Financial Plan (MTFP).

The Budget Medium Term Financial Plan (MTFP) is being developed for February 2019. The Council have also undertaken significant lobbying as a Council and via WLGA on budget and local government

settlement matters. Swansea Council received an extra £1.5 million (plus transfers) as part of its settlement (anticipated and factored into the Council's draft budget). An in-principle agreement has also been reached with Welsh Government for the four regional councils to keep 50% of business rates generated by City Deal projects within their local authority areas.

4.0 Brexit

Swansea Council has identified Brexit as a corporate risk and has recorded it in its corporate risk register. To help mitigate the risk, the Council has established a Brexit Steering Group. Membership of the group consists of officers from across the Council and the Leader of the Council chairs the group. The Leader of the Council also leads for WLGA on Europe. The Audit Committee have agreed to track this risk going forward.

We are working closely with the WLGA and Welsh Government to ensure there is a collective and consistent approach across Welsh local government in responding to BREXIT. In addition, the Brexit Steering Group have completed a self assessment for the Wales Audit Office which has been designed to assess the arrangements that Local Authorities and other Public Sector bodies are putting in place to prepare for Brexit. There is extensive uncertainty around Brexit and that many of the risks and opportunities depend on decisions that are yet to be taken. Nevertheless, Swansea Council have taken a number of actions to mitigate the potential risks including;

- exploring alternative funding sources and methods of funding for economic development and regeneration including city centre projects,
- working with Newport and Cardiff Councils in establishing a joint approach to attracting inward investment, including from outside the UK,
- working with and through ADSS, national health confed. & WLGA to assess and try and mitigate the likely social care workforce impact and any on any supplies of equipment,
- a continuing commitment to follow ICO guidance with regard to Brexit,
- ensuring that any European project records are secured and up to date for the period stipulated by the EU regardless of Brexit but also expect there may be guidance from WEFO on this,
- ensuring UK based data centres in our move to Cloud to mitigate any impact of Brexit as well as ensuring data security. Brexit may impact patching of software where we have large global suppliers such as

Oracle. A fundamental global change to the system as a result of EU legislative changes may still need to be delivered by us (unless suppliers release a UK version which is yet unknown),

- joining national teleconferences with the Home Office around EEA nationals and residency and undertaking a risk assessment to identify potentially impacted employees and areas of work.

5.0 Impact of the Well-being of Future Generations Act (Wales) 2015

The well-being duty to carry out sustainable development underpins all activity undertaken by the Leader of Swansea Council. The Well-being of Future Generations Act's national well-being goals are the lens through which the Council's policy commitments have been developed and form a key part of the Council's constitution. Further work to deeper integrate the sustainable development principle's ways of working into the Council's governance and processes will be explored in the coming year. The Leader's portfolio is characterised by a focus on collaborative working with partners across sectoral and geographical boundaries. These close relationships facilitate greater understanding of the well-being objectives of others and enables their impacts to be managed effectively in an integrated way that improves Swansea's well-being.

A long term approach that considers how Swansea can flex and adapt to an uncertain future is particularly evident in City Deal projects which aim to prepare Swansea by building skills and infrastructure for a successful future. Using future trends to embrace new ways of working from 5G to the internet of things will ensure Swansea's future generations are resilient and able to thrive. This is particularly pertinent while the opportunities and risks associated with Brexit are being understood.

6.0 Links with Swansea Public Services Board

Swansea Council is a statutory member of Swansea Public Services Board. In the past year, the Leader has acted as Chair of the PSB, actively participating in the process of developing Swansea's Local Well-being Plan. The Plan which works towards 2040 was developed based on an involvement process that actively engaged citizens, the public, private and third sectors throughout the process from the start. From October 2018, the Leader is acting as Vice Chair supported by the Deputy Leader. The Leader's involvement in both the City region and PSB has facilitated greater integration with the economy being addressed as a theme within the Strong Communities Objective and throughout the Local Well-being Plan via the City Deal and Swansea Bay City Region Regeneration Strategy.

7.0 Financial Implications

7.1 There are no financial implications associated with this report.

8.0 Legal Implications

8.1 There are no legal implications associated with this report.

**To/
Councillor Rob Stewart
Leader of the Council / Cabinet
Member for Economy & Strategy**

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2017-18/12

31 January 2018

Summary: This is a letter from the Scrutiny Programme Committee to the Leader / Cabinet Member for Economy & Strategy following the meeting of the Committee on 8 January 2018. It is about the Budget, Regeneration & Major Projects, City Deal, Corporate Priorities, Tidal Lagoon, and the External Funding Panel.

Dear Councillor Stewart,

Cabinet Member Question Session – 8 January

Thank you for attending the Scrutiny Programme Committee on 8 January 2018 and answering questions on your work as Leader / Cabinet Member for Economy & Strategy.

We appreciate you providing a written paper, giving headlines from your portfolio, in support of your appearance. The Q & A session gave us an opportunity to explore priorities and achievements in relation to your wide-ranging areas of responsibility.

We are writing to you to reflect on what we learnt from the discussion, share the views of the Committee, and, where necessary, raise any outstanding issues / actions for your response. The main issues discussed are 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 / www.abertawe.gov.uk

Budget

We referred to the budget and acknowledged existing arrangements in place to question budget proposals, led by the Service Improvement & Finance Scrutiny Performance Panel. You will have been invited to appear before the Panel on 14 February. Therefore we avoided direct questions about the budget at our Committee meeting. However, you highlighted the significant financial pressures facing the authority and the funding gap. We noted your concern about the impact of continued austerity and the lack of protection for local authority education and social services by government, unlike for health.

Regeneration & Major Projects

You took the opportunity to highlight progress on a range of developments, particularly work in the city centre (Swansea Central, Kingsway, Castle Square, Mariner Street, Hafod Morfa Copperworks, Skyline)

Swansea Central

We noted the current position with regard to the scheme, which includes development of an arena, car park, hotel, and residential units. You confirmed that the authority was currently inviting tenders for the construction contract, with the projected completion by July 2020 of the arena, car parks and public realm.

With regard to the arena we asked about the negotiations with the expected operator, Ambassador Theatre Group, which we understood were at an advanced stage, and the availability of a business plan for the arena. You clarified that the Council was engaging with the Ambassador Theatre Group at the design stage, and that the business plan for the operation of the arena would follow agreement. You said you would confirm the timing of this.

We discussed the need for Swansea to compete with other cities, and the economic benefits of having a large multi-functional arena, as a heartbeat, that could provide a regular flow of people to visit, stay, and shop in the city centre, whether to attend concerts, shows, or conferences.

We did express some concern however at the current level of hotel capacity to accommodate additional visitors. You explained the Council had limited powers to develop hotel accommodation but were confident that the arena will drive investment in hotels, restaurants and shops in the area. You were satisfied that current provision would not jeopardise the launch of the arena, and as construction of the arena progressed you would anticipate interest from hotel developers.

We were also concerned about the competitiveness of the arena with others, particularly given Cardiff's plans for an arena. You told us that Cardiff's plans appeared to be aiming at a different market.

Hafod Morfa Copperworks

You reported on the restoration of the Powerhouse at the Hafod Morfa Copperworks which will see it become the home of Penderyn's new distillery and visitor experience, with expected completion in 2020. We asked about possible impact on the warehouse which houses the Swansea Museum Collections Centre, and the Park & Ride car park.

Wider Regeneration and Strategic Sites

Amongst wider regeneration activities you reported that there has been good progress in bringing forward development opportunities outside of the city centre. You referred to Felindre Business Park, and Tregof residential sites located at Swansea Vale and stated that these will come to the market at the beginning of 2018. We asked about the effect of future development opportunities on current parking on the site at Felindre. You stated that there will be liaison with the DVLA and ABMU Health Board, whose staff currently utilise the temporary car park to address any impact.

City Deal

We heard that it is envisaged that a Joint Committee Agreement will be signed in the early part of 2018. We are interested in the governance structure and arrangements for scrutiny, and look forward to seeing this. We have noted that a report on this is currently listed for 26 April Council meeting.

We asked about the funding arrangements for the City Deal. We understood that funding will be over a 15 year period and each of the individual City Deal 11 projects will be subject of a detailed business case which will need to be submitted to UK and Welsh Governments for agreement, which will then enable release of relevant funds. You stated, however, that all four councils are progressing work ahead of funding in order to move forward quickly in delivery of projects. This meant Councils will potentially need to utilise capital borrowing to invest and deliver, however you stated that this did not add any additional pressure on the council budget as the income generated from the projects would cover the cost of the additional borrowing. We noted that some regeneration projects are part-funded by the City Deal.

We talked about comparisons between the Swansea Bay City Region City Deal and the Cardiff Capital Region City Deal. You highlighted that, despite the Cardiff City Deal having been approved much earlier than Swansea, our plans were further developed with clearly defined projects, and therefore more ready for the allocation of funding.

We asked about the sign off process for each of the business cases and whether Council would have a role. You confirmed to the Committee that once the business cases were agreed in principle by both governments they would be reported to Council for approval, as the Council will need to approve whether to proceed with the relevant projects and commit to the necessary expenditure and investment.

We touched on the funding and governance of cross cutting projects such as the Skills & Talent Initiative and involvement of colleges / universities and industry. We noted this cross cutting project is being led by Carmarthenshire Council, and the submission was awaiting approval by government. You stated that this project would be delivered through the existing Regional Learning & Skills Partnership which is made up of private and public sector members.

Corporate Priorities

You were alerted to a specific question that was going to be raised about alignment between Public Services Board (PSB) well-being objectives and the Council's Corporate Plan / Priorities. Some concern was brought to your attention that 'Working with Nature', which is a draft PSB objective, is not included in the Corporate Plan and should be, given the Council's obligation under the Well-being of Future Generations Act.

We noted that you took the opportunity to address this question in your written paper to the Committee. You pointed out that:

- the draft PSB Well-being objectives, along with the Council's duty under the Well-being of Future Generations Act Resilience and Global Responsibility Goals, are effectively reflected in the Council's Policy Commitments Statement.
- the finally agreed PSB Wellbeing Objectives will require a commitment from the Council and to review the Corporate Plan objectives accordingly - however the existing Well-being Objectives set out in the Corporate Plan together already seek to address and improve environmental well-being.

The Committee recognised the view that the natural environment and biodiversity may not have in the past featured as a specific priorities and that a clear 'well-being' objective, to mirror the PSB, would be positive step. It will be important that Council has the opportunity to review the Corporate Plan.

We touched on the work of the PSB generally. Our PSB Scrutiny Performance Panel recently discussed the PSB's draft Well-being Plan which is currently subject of public consultation. You remarked that you felt the Public Services Board was working well and recognised the challenges ahead. We want to see that the PSB and specific partners have clear / identifiable actions in delivering the objectives.

Tidal Lagoon

We recognised the efforts that have been made to promote the Swansea Bay Tidal Lagoon project and put pressure on decision-makers. We acknowledged that a decision is still awaited from the UK Government. We discussed some of the myths around the project including issues regarding the strike price and how it compares to other energy schemes. You stated that a lack of decision

is frustrating given the clear evidence that the project would be more competitive than off-shore wind and nuclear plants. We noted it has been one year since the publication of the Charles Hendry review report which backed the Swansea Bay Tidal Lagoon and urged government approval.

External Funding Panel

We took the opportunity to share our support for the application for funding by Hillside Animal Sanctuary, which was being considered by the External Funding Panel. As chair of the External Funding Panel we asked you to consider the work of the Sanctuary in helping the Council to manage issues related to the tethering of horses. You will be aware that a Scrutiny Working Group looked at the issue of tethered horses in 2016 – and is being followed up on 31 January. We understood that the Panel has difficult decisions to make given the available pot of funding, but highlighted the impact of their activities which results in savings to the council relating to horse management and welfare problems.

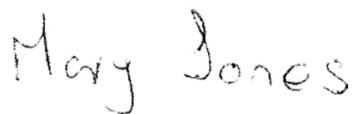
Your Response

In your response we would welcome your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to our request for you to provide more information about the arena and likely development of a business plan.

Please provide your response by 21 February. We will then include both letters in the agenda of the next available Committee meeting.

We will arrange to follow up on portfolio developments and invite you to a future committee meeting in due course.

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk

Councillor Mary Jones
Chair – Scrutiny Programme
Committee

BY EMAIL

Please ask for: Councillor Rob Stewart
Direct Line: 01792 63 6141
E-Mail: cllr.rob.stewart@swansea.gov.uk
Our Ref: RS/KH
Your Ref:
Date: 21st February 2018

Dear Councillor

CABINET MEMBER QUESTION SESSION – 8 JANUARY

Thank you for your letter dated 31st January 2018 in which you raised a number of questions and queries on behalf of members of the Scrutiny Programme Committee. I have addressed the issues you raised in this letter.

Budget

Indeed I remain utterly concerned at the Westminster Government's continued insistence on austerity for austerity sake, starving public services of the funding they need to meet demands, service expectations and pay and price pressures completely outside of this Council's control.

The position has unfortunately been compounded as a result of, albeit, entirely justifiable, in my view, proposed pay increases for local government and teaching staff who have borne an unfair brunt of that austerity to date, for which not one penny of funding has been provided by government.

Unfortunately that austerity has also forced Welsh Government to make choices and cut a number of specific grants in education and to a lesser extent waste. Furthermore due to a less than transparent process that has resulted in wholly regrettable, and I'm afraid entirely foreseeable, consequences for service users if we simply continued to perpetuate the specific grant "pass the parcel" and "cut the service" process .

You will see in the proposals Cabinet makes to Council on the final budget recommendations that notwithstanding these clear choices made by others, I remain entirely determined to prioritise education provision , schools in particular, along with social services and equally will not stand by but will intervene with resolute action and resources, we can frankly barely afford to muster, to protect the most disadvantaged and vulnerable groups we provide services to, until a full and open consultation and impact assessment of the consequences of others actions are at least completed and where possible and affordable we mitigate those risks and make alternative provision .

Swansea Central

Regarding your query concerning the Arena and its business plan. I am pleased to report that ATG (Ambassador Theatre Group) which operates over 50 venues worldwide from Piccadilly London to Broadway New York, has now signed a 30 year lease and secured its long-term commitment to Swansea. ATG has produced a business plan which will accommodate major theatrical productions, concerts, international conferences and exhibitions that will firmly put Swansea on the national live entertainment circuit and act as a catalyst for future investment of retail, leisure and residential development in the city centre. This announcement will also help reinforce the existing interest generated for a hotel adjacent to the Arena venue and we are now even more confident it will help secure an operator. We cannot underestimate the importance of the City Deal and ATG as a major anchor tenant to Swansea and the confidence and interest it will generate and I am pleased to report that Initial Construction interest for the project has been excellent.”

Corporate Priorities

The Act does not require public bodies to have a specific objective for each aspect of well-being but it does require us to show how we are contributing to each aspect, including environmental well-being, through the steps that we are taking to meet our well-being objectives, which is the approach we have taken in the Corporate Plan.

The PSB will be working over the next 18 months to identify specific steps to implement the Boards well-being objectives and to review its governance arrangements in order to help support delivery.

Yours sincerely



**COUNCILLOR ROB STEWART
LEADER & CABINET MEMBER FOR ECONOMY & STRATEGY**

Agenda Item 7



Report of the Chair

Scrutiny Programme Committee – 14 January 2019

Scrutiny Improvement Action Plan

Purpose:	This report presents a draft action plan that will: A. Deal with proposals for improvement identified by Wales Audit Office following their review of scrutiny arrangements in Swansea; and B. Make progress against the five improvement objectives identified by the Committee.
Content:	The report refers to the Wales Audit Office report (Overview & Scrutiny – Fit for the Future?) and the Improvement Objectives agreed by Committee following a process of self-evaluation at the end of 2017-18. An overall Scrutiny Improvement Action Plan is appended.
Councillors are being asked to:	<ul style="list-style-type: none">• Agree the proposed action plan.
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Chief Legal Officer
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Tracey Meredith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 Over the last year the Wales Audit Office (WAO) undertook a review of scrutiny arrangements in all Welsh Local Authorities. The review of scrutiny was dubbed 'Overview & Scrutiny: Fit for the Future?'. Their report on scrutiny arrangements in Swansea was presented to the Scrutiny Programme Committee in September. Overall it was a positive assessment of scrutiny arrangements and practice, which concluded that scrutiny is well-placed to respond to future challenges, regularly challenges decision-makers, and has arrangements to review its own

effectiveness. However, some proposals for improvement were made. These need to be addressed and responded to by the Council.

- 1.2 At the same time, following a process of self-evaluation, the Scrutiny Programme Committee has identified a small number of scrutiny improvement objectives. This was informed by annual councillor, staff, and public scrutiny survey findings as well as Committee members' reflection on scrutiny process and practice, taking into account characteristics of effective scrutiny. It is therefore important to identify practical and meaningful ways in which identified improvement objectives can be met.

2. The Improvement Issues

- 2.1 The WAO report contained three proposals for improvement, on the need to:

- **Consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.**
This recognises financial pressures to support / deliver training but suggests we develop and deliver an appropriate training & development programme that could include further training on the Wellbeing of Future Generations Act, as well as other topics that may help members in their role, e.g. scrutiny chairing training.
- **Strengthen the evaluation of impact and outcomes of scrutiny activity**
Whilst recognising that there are arrangements to review our own effectiveness, this relates mainly to measuring the impact and outcomes of activity on citizens / other stakeholders but suggests: a need to identify measurable outcomes, such as an indicator we want to change, that can be looked at pre and post a scrutiny inquiry to see difference made by scrutiny; tracking of scrutiny recommendations to evaluate impact / effectiveness; and improving the Scrutiny Annual Report to reflect more about activity and impact.
- **Further clarify the distinction between scrutiny and Policy Development Committee activity in relation to policy development**
This recognises there are processes in place to avoid potential for confusion / duplication between the roles, but suggests the need to further clarify the distinction vis-à-vis the policy development role because some members remain unclear about the difference and therefore potential for confusion and overlap remains between the role of Policy Development Committees and Scrutiny.

The Terms of Reference of the PDCs clearly define the differences between Scrutiny and PDC's; however it is acknowledged that this message needs to be reinforced and cascaded down to all Councillors.

2.2 The WAO report also highlighted another issue, relating to the improvement of pre-decision scrutiny, specifically about the timeliness of scrutiny. The report suggests that having more time to consider proposed cabinet reports would enable sufficient time for effective planning and broader range of evidence gathering, and more meaningful involvement of scrutiny members in the decision-making process. NOTE – this has already been identified by the Committee as an improvement objective, as shown in paragraph 2.3.

2.2.1 The Chief Legal Officer has advised that a review of report writing procedure is being undertaken in early 2019 and to assist in that review the Scrutiny Team have been asked to undertake research on pre-decision scrutiny approaches in other authorities.

2.3 The five improvement objectives agreed by the Scrutiny Programme Committee earlier this year were:

- 1) **We need more of our work to be reported to Cabinet so that there is more formal consideration of scrutiny conclusions and recommendations.**
- 2) **We need to be involved at an earlier stage in proposed Cabinet decisions so that our input can be more meaningful.**
- 3) **We need to increase opportunities for participation so that more councillors can get involved in the work of scrutiny.**
- 4) **We need to strengthen follow up of all scrutiny recommendations so that the response and difference made can be assessed.**
- 5) **We need more coverage in the media so that people are more aware of our work.**

2.3.1 Whilst there will be other areas for improvement these objectives reflected the issues that matter most to scrutiny councillors and were therefore priorities.

3. A Scrutiny Improvement Action Plan

3.1 Consideration has been given to an overall scrutiny improvement action plan which will address both the WAO findings and improvement objectives.

3.2 An action plan is **appended** for Committee agreement.

4. Next Steps

- 4.1 The agreed action plan will be shared with WAO to show the response of the Authority to their review findings, as well as awareness of the Committee's other improvement plans.
- 4.2 A statement of progress with the action plan will be provided to the Committee at regular and appropriate intervals.

5. Legal Implications

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

6. Financial Implications

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

Background Papers:

Wales Audit Office Report - Overview and Scrutiny: Fit for the Future? – City and County of Swansea Council

Appendices:

Appendix 1: Scrutiny Improvement Action Plan

Swansea Scrutiny – Improvement Action Plan

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

Improvement Issue: P1 - The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
P1a – Annual Survey of Scrutiny Councillors and Officers to help identify training and development needs that will help scrutiny members in their role.	April 2019	Scrutiny Team Leader	<ul style="list-style-type: none"> • Scrutiny Induction carried out June 2017 included focus on effective questioning. • Previous survey findings indicated that majority of councillors have no specific needs but would like to receive information on any future opportunities.
P1b - Training and Development Programme to be developed and agreed taking into account survey findings and other relevant considerations (including financial implications).	July 2019	Scrutiny Team Leader / Scrutiny Programme Committee	<ul style="list-style-type: none"> • Areas previously identified: <ul style="list-style-type: none"> - Chairing Skills - Questioning Skills - Public Participation - Ad-hoc briefings to improve knowledge of Council services / working - Refresher session(s) on Scrutiny Process

P1c – Training and Development Programme to be delivered.	During 2019-2020 municipal year	Scrutiny Team Leader / Relevant Training Providers	
P1d – Report back on training and development activities and evaluation	July 2020	Scrutiny Team Leader	
Improvement Issue: P2 - The Council should strengthen its evaluation of the impact and outcomes of its scrutiny activity.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
P2a – Existing performance indicators and measureable outcomes to be identified, where possible, regarding topics for scrutiny inquiry, which could help evidence change / difference following scrutiny.	Ongoing	Performance Manager / Scrutiny Officers / Scrutiny Inquiry Panels	
P2b – Follow up on Scrutiny Working Group recommendations to be formally monitored by Scrutiny Programme Committee to assess impact / outcomes.	Ongoing	Scrutiny Team Leader / Scrutiny Programme Committee	
P2c – Develop mechanisms for feedback from Cabinet Members, Officers, and other stakeholders about impact e.g. post-meeting evaluation; via Annual Survey etc.	May 2019	Scrutiny Team Leader	
P2d – Scrutiny Annual Report to include more reflection about activity and impact / outcomes.	Ongoing	Scrutiny Team Leader	Report for 2017-18 now includes distinct section on impact.

Improvement Issue: P3 - The Council should further clarify the distinction between scrutiny and Policy Development Committee activity in relation to policy development.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
P3a –The Chair of Scrutiny Programme Committee and Scrutiny Performance Panel Conveners be added to the electronic distribution of Policy Development Committee agendas to ensure awareness of their work and work plans.	Jan 2019	Scrutiny Team Leader	<ul style="list-style-type: none"> • Terms of Reference of the PDCs were revised by Council (Nov 2017) to clarify role and reinforce the distinction from scrutiny. • Policy Development Committee Work Plans for 2018-19 were reported to Scrutiny Programme Committee in August to compare with agreed Scrutiny Work Programme.
P3b – Develop opportunities for Scrutiny Programme Committee Chair and Policy Development Committee Chairs to discuss any issues to avoid overlap / duplication between their roles	Ongoing	Scrutiny Team Leader	

Part B – Scrutiny Programme Committee Improvement Objectives

Improvement Issue: 1 - We need more of our work to be reported to Cabinet so that there is more formal consideration of scrutiny conclusions and recommendations.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
1a - Scrutiny Working Groups have the option to report to Cabinet, depending on findings, instead of by letter to Cabinet Member.	Ongoing	Scrutiny Officers	
1b - Scrutiny Performance Panels have the option to report at least annually to Cabinet reflecting any major concerns / recommendations that the Panel(s) feel need to be made to Cabinet as a result of their monitoring activities.	Ongoing	Scrutiny Officers	
1c - Cabinet to respond to any such reports in the same fashion as Scrutiny Inquiries with a written response by relevant Cabinet Member presented to a Cabinet meeting within 2 months of receipt of report.	Ongoing	Relevant Cabinet Members	
Improvement Issue 2 - We need to be involved at an earlier stage in proposed Cabinet decisions so that our input can be more meaningful.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
2a – Scrutiny Programme Committee to ask Cabinet Members at future Q & A sessions about future key decisions so they can identify any issues which they may want to discuss at an earlier stage than cabinet reporting.	Ongoing	Scrutiny Team Leader	Cabinet Members already advised to consider what they hope to achieve over the coming months and challenges, including any key

			decisions they plan take to Cabinet over the next year, to help them prepare for Q & A sessions.
2b - Cabinet Members to consider reporting to scrutiny / consulting on significant issues and planned decisions at an early stage to enable views of scrutiny to taken e.g. Commissioning Reviews	Ongoing	Cabinet / CMT	
Improvement Issue 3 - We need to increase opportunities for participation so that more councillors can get involved in the work of scrutiny.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
3a - Time of meetings of Performance Panels (and any other recurring activities) to be reviewed at the start of each municipal year.	Ongoing	Scrutiny Officers	
3b - Councillors not actively engaged in scrutiny to be surveyed, to find out whether there are any barriers to participation, and reported to Scrutiny Programme Committee for discussion.	May 2019	Scrutiny Team Leader	80% of backbench councillors were actively involved in scrutiny during 2017-18.
Improvement Issue 4 - We need to strengthen follow up of all scrutiny recommendations so that the response and difference made can be assessed.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
Links to WAO P2 above. Additional actions: 4a – Scrutiny Working Group Conveners encouraged to follow up directly with Cabinet Members, if required, and	Ongoing	Scrutiny Councillors	

report back any concerns to the Scrutiny Programme Committee.			
4b - Questions to Cabinet Members at Scrutiny Programme Committee to cover any outstanding actions in respect of any scrutiny recommendations.	Ongoing	Scrutiny Programme Committee / Scrutiny Team Leader	To prepare for Cabinet Member Q & A Sessions Scrutiny Programme Committee is provided with a summary of scrutiny activities (Committee / Panels / Working Groups) that the Cabinet Member has been involved in to aid follow up.
Improvement Issue: 5 - We need more coverage in the media so that people are more aware of our work.			
Proposed Action	By When	By Whom	Action Already Taken / Progress
5a - Explore with Council's Communications Team ways in which regular media coverage for scrutiny can be generated.	May 2019	Comms. Team / Scrutiny Team	Already good joint working on preparation of press releases in relation to specific scrutiny activities.
5b – Greater use of social media including Swansea Scrutiny blog, Twitter, and developing a Facebook page e.g. promoting role, activities, impact of scrutiny and the ability for people to make requests for scrutiny to be promoted.	Ongoing	Scrutiny Team	

Agenda Item 8



Report of the Chair

Scrutiny Programme Committee – 14 January 2019

Scrutiny Performance Panel Progress Report

Purpose	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.
Content	This report focuses on the following Performance Panel: a) Service Improvement & Finance
Councillors are being asked to	<ul style="list-style-type: none">• Ensure awareness and understanding of the work of the Panel• Consider its effectiveness and impact• Consider any issues arising and action required
Lead Councillor(s)	Councillor Chris Holley (convener)
Lead Officer & Report Author	Bethan Hopkins Tel: 01792 636292 E-mail: scrutiny@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 There are six Performance Panels which have been established by the Committee. Whilst the work of Inquiry Panels 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 Performance Panels represent regular monitoring of, and challenge, to particular services.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about 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) Service Improvement & Finance

To focus the discussion a short written report has been provided by the convener of the Panel, and is **attached**. This updates on work since the previous progress report was provided to the Committee in August 2018. This includes a summary of Panel activities, correspondence between the Panel and relevant Cabinet Members, proposals made and impact.

1.5 The membership of this Performance Panel (10) is as follows:

Labour Councillors: 3

Phillip Downing	Des Thomas
Peter Jones	

Liberal Democrat/Independent Councillors: 4

Chris Holley (CONVENER)	Mary Jones
Lynda James	Jeff Jones

Conservative Councillor: 2

Paxton Hood-Williams	Brigitte Rowlands
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Uplands Councillor: 1

Irene Mann	
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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 Update

Service Improvement & Finance Scrutiny Performance Panel Update**1. Remit of the Panel**

The overarching purpose of the Panel is to ensure that the Council's budget, corporate and service improvement arrangements are effective and efficient.

2. Introduction

The Panel is focused on contributing to the budget process and annual improvement process by providing a critical friend for the Cabinet, and helping to ensure accountability.

3. Key Activities

The Panel held 6 meetings between August 2018 and January 2019. These meetings included the End of Year Performance Monitoring Report 2017/18 and two new items – the Equality Review Report 2017/18 and the Planning Annual Performance Report 2017/18. There were various presentations from a range of officers about performance, improvement and budget monitoring. This has resulted in 5 convener's letters being sent to Cabinet Members. The items covered in meetings were as follows:

August 14th	<ul style="list-style-type: none"> • End of Year 2017/18 Performance Monitoring Report
September 11th	<ul style="list-style-type: none"> • Recycling and Landfill - Annual Performance Monitoring
September 27th	<ul style="list-style-type: none"> • Equality Review Report 2017/18 • Q1 2018/19 Performance Monitoring Report
October 29th	<ul style="list-style-type: none"> • Q1 Revenue and Capital Budget Monitoring 2018/19 • Revenue Outturn and Savings Tracker 2017/18 • Revenue Outturn 2017/18 (HRA) • Capital Outturn and Financing 2017/18
November 13th	<ul style="list-style-type: none"> • Annual Review of Performance 2017/18 • Reserve Update • Mid-Year Budget Statement 2018/19
December 11th	<ul style="list-style-type: none"> • Budget Update • Q2 Budget Monitoring • Annual Review of Well-being Objectives and Corporate Plan 2018/22 • Planning Annual Performance Report 2017/18

4. Achievements / Impact

Over the last year the Panel have looked more closely at budgets and the link with performance given the substantial austerity faced by the Council. The Panel are asking detailed questions in their letters about specific projects and in particular underspends on projects and the impact of this.

Budget and performance monitoring

The Panel regularly receives quarterly and annual performance and budget reports. This enables it to maintain a good level of understanding of performance and budgetary issues. It is closely monitoring a number of key issues and has suggested areas for improvement in monitoring and reporting of information including:

Reserves: The Panel are still closely monitoring the Council's reserves and what they are allocated against.

Budget: The Panel understand that difficult decisions need to be made in respect to the budget again this year but the Panel will be looking intently at the changes and impact of these decisions including the formal budget meetings in February.

Welsh Audit Office Reports: The Panel are closely monitoring all areas but have identified 6 current and upcoming reports which will be accommodated into the work plan for scrutiny over the next year. The first one will be the Welsh Housing Quality Standards due in March 2019.

Sickness: The Panel were concerned to read about high levels of staff sickness. The Panel received a breakdown from the departments but this item will be checked going forward.

Capital Spend: The Panel are monitoring the Capital Spend closely and the impact of this on performance. They are also looking at any slippage in the Capital Spend and will be asking questions relating to this.

5. New Items

The Panel also have some new items coming to the Panel for monitoring in the remainder of this year, including but not limited to:

- Commissioning Review Overview
- Review of Community Groups and Community Centres
- Wales Audit Office Reports

6. Action for Scrutiny Programme Committee - None.

Agenda Item 9



Report of the Chair

Scrutiny Programme Committee – 14 January 2019

Membership of Scrutiny Panels and Working Groups

Purpose:	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.
Content:	This report is provided to facilitate any changes that need to be made.
Councillors are being asked to:	<ul style="list-style-type: none">• agree the membership of Panels and Working Groups, and any other changes necessary
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer & Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

1.1 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 None.

3. Membership of New Working Groups

3.1 Expressions of interest from all non-executive councillors have been invited to participate in the next set of Working Group topics, in line with the agreed Scrutiny Work Programme:

- Tourism Working Group
- Anti-Social Behaviour Working Group
- Digital Inclusion Working Group

Feedback on interest will be reported to the Committee for agreement.

Interest in the remaining Working Group topic (Archive Service) will be invited in due course.

3.2 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.
- 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
- A minimum of three members should be present at all 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 10



Report of the Chair

Scrutiny Programme Committee – 14 January 2019

Scrutiny Work Programme 2018/19

Purpose:	This reports on progress with the agreed Scrutiny Work Programme for 2018/19 and information about current scrutiny activities which the Committee is responsible for monitoring.
Content:	The agreed work programme is attached, which includes the topics that will be examined by scrutiny through various Panels and Working Groups. The plan for future committee meetings is also attached.
Councillors are being asked to:	<ul style="list-style-type: none">• plan for the committee meetings ahead• consider opportunities for pre-decision scrutiny• review the scrutiny work programme (including progress of current Panels and Working Groups)
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Chief Legal Officer and Monitoring Officer
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.
- 1.2 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:
- help improve services
 - provide an effective challenge to the executive
 - engage members in the development of policies, strategies and plans
 - engage the public
- 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
 - relevant to council priorities
 - adding value and having maximum impact
 - coordinated and avoid duplication
- 1.5 The work of scrutiny is undertaken primarily in three ways – through the Committee itself, by establishing informal panels or via one-off working groups. Panels and Working Groups would be open to all non-executive councillors - the Committee will agree 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 2018/19

- 2.1.1 The agreed Scrutiny Work Programme for 2018/19 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 work plan for the year ahead is attached as **Appendix 2**. This should be kept under review to ensure it represents a robust and effective plan. The plan includes a schedule of future Cabinet Member Question & Answer Sessions.

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 scheduled for the next Committee meeting on 11 February is:

- Cabinet Member Question Session: Cabinet Member for Environment & Infrastructure Management - Councillor Mark Thomas.

2.2.4 The Committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny 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.

2.2.6 Commissioning Reviews – it has already been acknowledged that reports about the various commissioning reviews / new cross-cutting reviews that are planned over the next year are key cabinet decisions and should be subject to scrutiny. There is a general agreement that all these Reviews will undergo pre-decision scrutiny. This will be carried out via the Committee or relevant Panels as appropriate. Any outstanding reviews and the new cross-cutting reviews will be on the scrutiny radar during the year ahead and scheduled into work plans.

2.3 Inquiry Panels:

2.3.1 The first task of an Inquiry Panel will be 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.

In Progress (yet to report):	Completed (follow up stage)
1. Natural Environment (final report stage; inquiry expected end: January 2019) 2. Equalities (evidence gathering stage; expected end: March 2019)	1. Regional Working (May 2019)

2.4 Performance Panels:

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

Performance Panel	Convener
1. Service Improvement & Finance (monthly)	Cllr. Chris Holley
2. Schools (monthly)	Cllr. Mo Sykes (NB Cllr Lyndon Jones acting as informal vice-convener)
3. Adult Services (monthly)	Cllr. Peter Black
4. Child & Family Services (every two months)	Cllr. Paxton Hood-Williams
5. Development & Regeneration (every two months)	Cllr. Jeff Jones
6. Public Services Board (multi-agency) (quarterly)	Cllr. Mary 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.

2.5 Working Groups:

2.5.1 The following Working Groups will be convened during the year ahead, in priority groups as shown and projected timetable:

First six months	Second six months
1. Air & Noise Pollution (Nov) COMPLETED	5. Tourism (Feb)
2. Welfare Reform (14 Jan)	6. Anti-Social Behaviour (Mar)
3. Residents Parking (Jan tbc)	7. Digital Inclusion (Apr)
4. Environmental Enforcement (5 Feb)	8. Archive Service (May)

(NB: an annual meeting on **Local Flood Risk Management** is a standing item in the work programme and will meet on 14 March

2019. At the request of the Working Group, an extra meeting, agreed by the Committee, already took place on 8 October 2018)

2.6 Regional Scrutiny:

2.6.1 **Education Through Regional Working** - Swansea scrutiny is involved in a regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A Scrutiny Councillor Group has been set up in order to coordinate scrutiny work across the region and ensure a consistent approach. It is initially meeting bi-annually. The Swansea Scrutiny Team is providing support for this group as the Council's contribution to ERW. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Schools Performance Panel. The Group have agreed to an extra meeting in January 2019 where they have invited the Chair of the ERW Joint Committee and the Lead Director to discuss the ERW review and reform programme. This meeting will be hosted in Swansea. The next scheduled meeting is 25 March 2019.

2.6.2 **Swansea Bay City Region** – A Joint Scrutiny Committee has been established which involves three councillor representatives from each of the four Councils involved in the City Deal meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme. Swansea's Councillor Representatives are: Jan Curtice, Phil Downing & Jeff Jones (replacing Mary Jones from 20 December). The first meeting of the Joint Scrutiny Committee took place on 20 November in Carmarthen. The Joint Scrutiny Committee is being serviced by Neath Port Talbot Council.

3. **Monitoring the Work Programme**

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

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.

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 2018-19

Appendix 2: Scrutiny Programme Committee - Work Plan 2018-19

Appendix 3: Cabinet Forward Plan

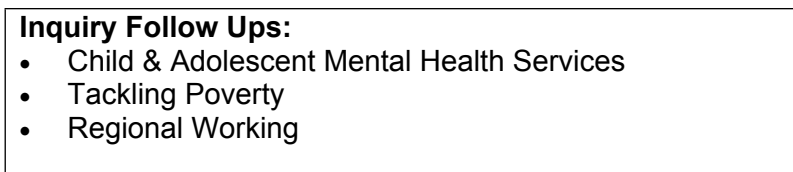
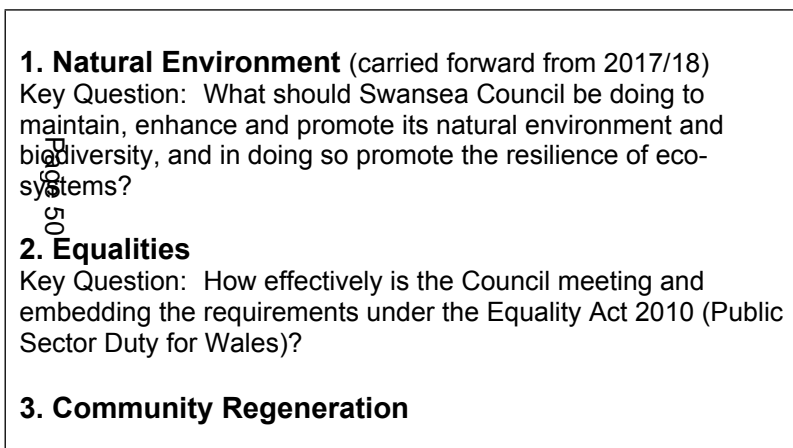
Appendix 4a: Scrutiny Work Programme – Projected Timetable of Activity

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

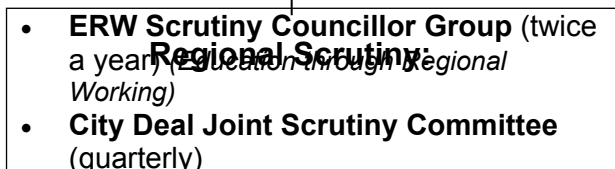
Appendix 1: Agreed Scrutiny Work Programme 2018/19



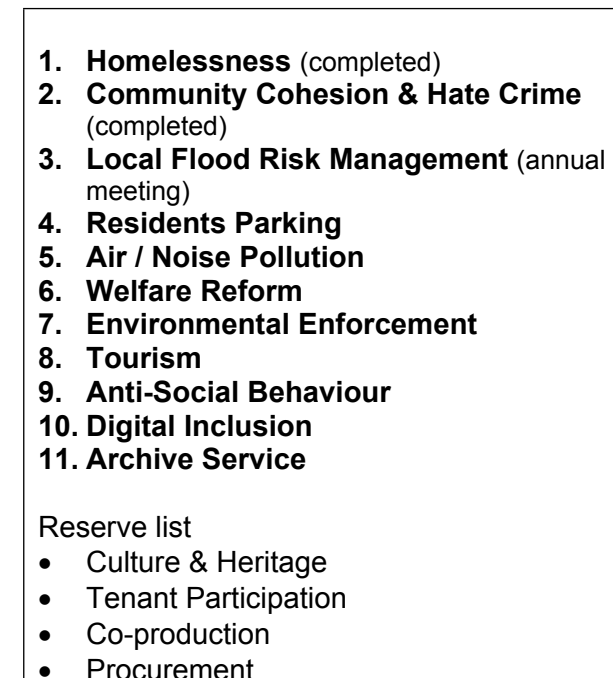
Inquiry Panels:
(time-limited in-depth inquiries)



Performance Panels:
(on-going in-depth monitoring)



Working Groups:
(light touch / one-off meetings)



Issues referred to Performance Panels as part of their monitoring activities:

Adult Services:

- **Safeguarding - Modern Slavery / Human Trafficking** - (is there a problem in Swansea? what is happening to prevent?)

Child & Family Services:

- **Safeguarding - Child Sexual Exploitation** (is there a problem in Swansea? what is happening to prevent?)

Development & Regeneration:

- **City Centre** Re-development
- **Skyline** Development (ask about consultation with local community)
- **Local Manufacturing**

Schools:

- **Pupil Development Grant**
- **Special Education Needs** (concern about increase in no. of cases going to tribunal)
- **School Transport**
- **Free School Meals / LAC** attainment

Service Improvement & Finance:

- **Planning Enforcement** (discuss as part of annual performance report incl. around developer commitments)
- **Waste** (ask about waste treatment as part of annual performance report)
- **Welsh Housing Quality Standard** (annual position statement about progress in delivering WHQS by 2020/21 target)

Scrutiny Programme Committee – Work Plan 2018/19

Standing / Recurring Agenda Items:

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

ACTIVITY	11 June 2018	19 June 2018*	9 July 2018	20 July 2018*	13 August 2018	10 September 2018
Scrutiny Work Programme			<ul style="list-style-type: none"> • Role of the Committee • Draft Work Programme for Agreement • Scrutiny Improvement & Development Objectives 			Wales Audit Office Report – Overview & Scrutiny: Fit for the Future?
Cabinet Member Question & Answer Sessions					Homes & Energy	Business Transformation & Performance (Deputy Leader)
Other Cabinet Member / Officer Reports				Swansea Bay City Deal Joint Scrutiny Committee		
Scrutiny Performance Panel Progress Reports					Service Improvement & Finance	Adult Services
Pre-decision Scrutiny		More Homes Parc Yr Helyg Site Options Appraisal				
Final Scrutiny Inquiry Reports	Regional Working					
Scrutiny Reports to Council						

ACTIVITY	1 October 2018*	8 October 2018	12 November 2018	10 December 2018	14 January 2019	11 February 2019
Scrutiny Work Programme			Wales Audit Office Reports to Scrutiny		Scrutiny Improvement Action Plan (Wales Audit Office Report – Overview & Scrutiny: Fit for the Future? & Improvement Objectives)	
Cabinet Member Question & Answer Sessions		Education Improvement, Learning & Skills	Children Services (Early Years and Young People)	Care, Health & Ageing Well	Economy & Strategy (Leader)	Environment & Infrastructure Management
Other Cabinet Member / Officer Reports	Consultation on Draft Homelessness Strategy and Action Plan 2018-2022	Annual Corporate Safeguarding Report	Children & Young People's Rights Scheme – Compliance and Progress	Sustainable Swansea: Commissioning Reviews - Annual Update 2018		
Scrutiny Performance Panel Progress Reports		Schools	Child & Family Services	Development & Regeneration	Service Improvement & Finance	Adult Services
Pre-decision Scrutiny			Homelessness Strategy & Action Plan 2018-2022			
Final Scrutiny Inquiry Reports						Natural Environment
Scrutiny Reports to Council		Scrutiny Annual Report 2017/18	Scrutiny Dispatches Impact Report			Scrutiny Dispatches Impact Report

ACTIVITY	11 March 2019	8 April 2019	13 May 2018			
Scrutiny Work Programme	Process for Appointment of Members / Conveners to Panels / Working Groups		Annual Work Plan Review			
Cabinet Member Question & Answer Sessions	Investment, Regeneration & Tourism	Better Communities (People and Place)	Delivery			
Other Cabinet Member / Officer Reports						
Scrutiny Performance Panel Progress Reports	Schools	Public Services Board				
Pre-decision Scrutiny						
Final Scrutiny Inquiry Reports			Equalities			
Scrutiny Reports to Council			Scrutiny Dispatches Impact Report			

* denotes extra meeting

To Be Arranged:

Scrutiny / Audit Committee Coordination	<ul style="list-style-type: none"> • Chair of Audit Committee to attend to share work plan of Audit Committee / Annual Report. Discussion to ensure: <ul style="list-style-type: none"> - mutual awareness and understanding of respective work plans and co-ordination - issues relating to work programmes can be discussed
Crime & Disorder Scrutiny	<ul style="list-style-type: none"> • Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc (extra meeting around March 2019).
Wales Audit Office Reports	<ul style="list-style-type: none"> • Corporate Safeguarding Arrangements

Specific Recurring Reports to Committee:

Annual Corporate Safeguarding Report	<ul style="list-style-type: none"> • To consider report of the Council's Corporate Safeguarding Group. The report is cross cutting (i.e. covers safeguarding of adults and children) and is not a report on social services performance but on how the Council as whole is meeting its safeguarding responsibilities.
Children & Young People's Rights Scheme – Compliance and Progress	<ul style="list-style-type: none"> • To discuss annual progress report on implementation of Children & Young People's Rights Scheme, and consider impact (scheme was agreed by Cabinet in October 2014).
Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Updates	<ul style="list-style-type: none"> • Regular update on progress in implementation of service changes following Commissioning Reviews / outcomes.

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Appropriation of Land at Oystermouth Road Swansea.	To obtain approval to the appropriation of land under section 122 of the Local Government Act 1972 and the exercise of section 203 of the Housing and Planning Act 2016 in relation to rights of light.	Adrian Denning	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Jan 2019	Fully exempt
Complaints Annual Report 2017-18.	Annual report concerning complaints received & outcomes during 2017-18. Incorporates an annual report concerning requests for information received by the Authority during 2017/18, and an annual report regarding surveillance activity during 2017-18.	Julie Nicholas-Humphreys	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	17 Jan 2019	Open
Co-Operative Housing Policy.	The report provides an update on the work undertaken to date by the economy and infrastructure Policy development committee supporting future Co-Operative Housing initiatives and asks for approval of the policy	Geoff Bacon	Cabinet Member - Homes & Energy	Cabinet	17 Jan 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
The Welsh Government Targeted Regeneration and Investment (TRI) Programme 2018-21.	This report follows on from the report to Cabinet on the 17th May 2018, outlining new thematic capital schemes as part of the Welsh Government Targeted Regeneration and Investment (TRI) Programme. Approval is being sought to formally submit grant funded schemes to the TRI Programme and to commit these schemes with the associated match funding to the Capital Programme.	Elliott Williams	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Jan 2019	Open
Tender for the Provision of Home to School Transport Services (SH 19-24).	The report details the outcome of tenders for Home to School Transport services for mainstream pupils and seeks approval to award contracts	Cath Swain	Cabinet Member - Education Improvement, Learning & Skills, Cabinet Member - Environment & Infrastructure Management	Cabinet	17 Jan 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Coroner Pay Arrangements.	The Coroner's salary is paid by the Authority with a contribution from NPT. In January 2018 the Joint Negotiating Committee for Coroners issued guidance on Coroners' Pay. The purpose of the report is to agree a new Coroner's salary and that of the Assistant Coroners' daily rate.	Tracey Meredith	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	17 Jan 2019	Open
Update on Progress for Education Department Priorities 2017-2018.	For Cabinet to receive an update on the progress in meeting the priorities set for the 2017-2018 academic year and outline priorities set for 2018-2019 academic year.	Nick Williams	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	17 Jan 2019	Open
Revenue and Capital Budget Monitoring 3rd Quarter 2018/19.	To note any significant variations from the agreed budget 2018/19 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	14 Feb 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Housing Revenue Account Development Programme.	Report to outline the emerging development plan for new council homes funded by the Housing Revenue Account. The development plan sets out the schemes that will be delivered by the Council over the next 4 years, and the opportunities for additional funding from Welsh Government to support the schemes.	Carol Morgan	Cabinet Member - Homes & Energy	Cabinet	21 Feb 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Bishopston Comprehensive School Stage 1 Pre-Construction Design Scheme and Contract Approval.</p>	<p>This project is part of Band B of the 21st Century Schools Programme and if approved will be jointly funded by Welsh Government and Swansea Council.</p> <p>The project is subject to business case approvals by Welsh Government and also planning application approval.</p> <p>The remodelling and refurbishment of the existing premises is planned to address condition and suitability issues. The programme of works will be phased as appropriate to prioritise the areas of greatest need. The proposal will upgrade school facilities but will not increase the pupil capacity which currently stands at 1094, and will also involve the removal of the existing sub-standard demountable buildings.</p>	<p>Sarah Rees</p>	<p>Cabinet Member - Education Improvement, Learning & Skills</p>	<p>Cabinet</p>	<p>21 Feb 2019</p>	<p>Open</p>

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
FPR5 - Project Extension of ESF Funded Cynnydd Project.	Following the operational delivery of Cynnydd from September 2016 to date, WEFO have permitted the regional project to apply for additional funding to extend the projects delivery up to December 2022. With additional funding, the project can continue to deliver its added benefits, and support young people who are the greatest risk of becoming NEET.	Tracy Nichols	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	21 Feb 2019	Open
Disposal of Highway Land at Mumbles, Swansea.	The report deals with an application to acquire from the Council an area of temporarily closed highway at a value that reflects a restricted use.	David Turner	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	21 Feb 2019	Fully exempt
Swansea Open Space Strategy.	To agree a strategic framework for the protection, development and improvement of existing open spaces and to increase the provision of, or access to such facilities.	Sarah McCoubrey	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	21 Feb 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Establishment of a Wholly Owned Energy Services Company Update.	To provide an update on the feasibility study into the establishment of a wholly owned energy services company	Martin Nicholls	Cabinet Member - Homes & Energy	Cabinet	21 Feb 2019	Open
Small School Review.	The report will consider any objections received during the statutory notice period and will determine if Craigcefnparc Primary School should close on 31 August 2019.	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	21 Mar 2019	Open
Quarter 3 2018/19 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2018 – December 2018.ro	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	21 Mar 2019	Open

Appendix 3 – Cabinet Forward Plan 2018-19 (as at 4 Jan)

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
School Organisation Linked to the Welsh Education Strategic Plan.	1. The report will consider any objections received during the statutory notice period and will determine if: Close YGG Felindre on 31 August 2019; and Relocate and enlarge YGG Tan-y-lan Relocate and enlarge YGG Tirdeunaw	Kelly Small	Cabinet Member - Education Improvement, Learning & Skills	Cabinet	21 Mar 2019	Open

Scrutiny Work Programme 2018-19 – Projected Timetable of Activity (actual dates shown)

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
SCRUTINY PROGRAMME COMMITTEE Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Brij Madahar Lead Cabinet Member: cross-cutting Lead CMT: cross-cutting Lead Head of Service: cross-cutting	11 19*	9 20*	13	10	1* 8	12	10	14	11	11	8	13
INQUIRY PANELS:	Evidence Gathering				Findings			Final Report				
Natural Environment Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Phil Holmes	18	26	29	21	4			23				
					Planning	Evidence Gathering			Findings/Final Report			
Equalities Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Mary Sherwood Lead CMT: Sarah Caulkin Lead Head of Service: Tracey Meredith					11 24	8		15 18 21 23 31	13 21	11 27		
Tackling Poverty Follow Up (COMPLETE) (Cabinet decision 15/6/17) Lead Scrutiny Councillor: Sybil Crouch Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member Mary Sherwood Lead CMT: Dave Howes Lead Head of Service: Rachel Moxey					15							

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
Child & Adolescent Mental Health Services Follow Up (COMPLETE) (Cabinet decision 16/2/17) Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Child Lead CMT: Dave Howes Lead Head of Service: Julie Thomas						21						
Regional Working Follow Up (Cabinet decision 16/8/18) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Rob Stewart Lead CMT: Sarah Caulkin Lead Head of Service: cross-cutting												
PERFORMANCE PANELS:												
Adult Services (monthly) Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member Mark Child Lead CMT: Dave Howes Lead Head of Service: Deb Reed (interim)	19	17	21	17* 25	23	20	11	15	11* 19	19	16	
Service Improvement & Finance (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart / Clive Lloyd Lead CMT: Sarah Caulkin / Ben Smith	5 19*	10	14	11 27	29	13	11	15	12	6	9	

Activity / Month	JUN 2018	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2019	FEB	MAR	APR	MAY
REGIONAL SCRUTINY:												
ERW - Education through Regional Working (bi-annual) Lead Scrutiny Councillor: Mary Jones / Mo Sykes Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: Helen Morgan-Rees Regional Lead: Geraint Rees				10				10*		25		
Swansea Bay City Region Joint Scrutiny Committee (quarterly) Lead Scrutiny Councillor: Arwyn Woolcock (Neath Port Talbot) Swansea Scrutiny Councillors: Jan Curtice / Phil Downing / Jeff Jones Lead Scrutiny Officer: Jason Davies, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts / Martin Nicholls Lead Head of Service: Phil Holmes						20		31*	22			16

* denotes extra meeting

Information correct as of 07/01/19 14:04

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

Key Question: What should Swansea Council be doing to maintain, enhance and promote its natural environment and biodiversity, and in doing so promote the resilience of eco-systems?

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The final report is now being drafted.

Projected End Date: January 2019

b) **Equalities** (convener: Cllr Louise Gibbard)

Key Question: How effectively is the Council meeting and embedding the requirements under the Equality Act 2010 (Public Sector Duty for Wales)?

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

Over the coming months they will be meeting with individual Directors to look in detail about equalities aspects within their remits. The Panel will also be attending a number of Forums to speak to a wide selection of people including, for example: young people via a Big Conversation workshop, the Disability Forum, and 50+ network Forum.

Projected End Date: March 2019

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	
Tackling Poverty	15 Jun 2017	12	1	2	15 Oct 2018 COMPLETE
Child & Adolescent Mental Health Services	16 Feb 2017	13	1	1	(i) 15 Nov 2017 (ii) 21 Nov 2018 COMPLETE
Regional Working	16 Aug 2018	11	0	0	May 2019

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)

A progress report appears separately in the agenda as Item No. 8.

b) **Schools Performance** (convener: Cllr Mo Sykes)

The panel will next meeting on the 17 January where they will be looking at the Annual Educational Performance Data, the educational outcomes of looked after children and school categorisation. The Panel will then have an extra meeting on the 11 February to discuss the Annual Budget proposals as they relate to education matters.

c) **Public Services Board** (convener: Cllr Mary Jones)

The next meeting on 6 February will look at progress with the Public Services Board as well as a focus on the Live Well, Age Well and Strong Communities Public Services Board objectives. The meeting will also include discussion regarding the role and involvement of the Council, as Statutory Member of the Public Services Board, with appropriate representatives.

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

The Panel met in December and received an update on the Corporate Parenting Board and discussed the Performance Monitoring Report for the Service for November 2018. The next meeting on 11 February will discuss the draft budget proposals for Child and Family Services and there will be a question and answer session with the Cabinet Members for Children's Services. The meeting on 25 February will receive an update on the impact of Prevention and Early Intervention on Child and Family Services; discuss Safeguarding in relation to Child Sexual Exploitation and receive an update on Child Disability.

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

The Panel met on 11 December to discuss the Social Work Practice Framework and Social Care Wales attended to discuss training they are delivering in relation to this. The next meeting on 15 January will be dedicated to a question and answer session with the Chief Executive and Chairman of ABMU Health Board.

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

The meeting on 9 January will include monitoring report which will update on project activity. The Panel has also planned a focused discussion on the development of student accommodation across the city.

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**

A regional scrutiny councillors group meets to coordinate scrutiny work and ensure a consistent approach across the six councils participating in ERW. At present this involves two meetings per year. Swansea is represented by the Chair of the Scrutiny Programme Committee and Convener of the Schools Performance Panel.

The Group have agreed to an extra meeting on the 10 January 2019 where they have invited the Chair of the ERW Joint Committee and the Lead Director to discuss the ERW review and reform programme. This meeting will be hosted in Swansea. The next scheduled meeting is 25 March 2019.

Swansea's Scrutiny Team is providing the support for this group as the Council's contribution to ERW.

b) **Swansea Bay City Region**

The Committee, which will scrutinise the work of the Joint Committee responsible for delivering the City Deal Programme, is serviced by Neath Port Talbot Council. Swansea Councillor representatives are: Jan Curtice, Phil Downing & Jeff Jones (in place of Cllr Mary Jones - Council decision 20 December).

The first meeting of the Joint Scrutiny Committee, made up of Councillors for the four authorities involved, took place on 20 November in Carmarthen. The Chair and Vice-Chair of the Committee were confirmed as: Councillor Arwyn Woolcock (Neath Port Talbot) and Councillor Rob James (Carmarthenshire) respectively, for a two year period. As well as receiving background documents and briefing on the

City Deal, discussion focused on the role and remit of the Committee, and possible work plan.

Since the meeting the Committee has written to the Chair of the City Deal Joint Committee, Cllr Rob Stewart. The letter, dated 12 December, registers concern over recent developments, including issues on one City Deal project, and the announcement by the UK and Welsh Governments of an independent review of the City Deal. The letter refers to the need for a review of the Joint Committee's risk management, internal control and corporate governance arrangements, and to seek reassurance and consider if the City Deal is operating according to the Joint Working Agreement, its business plan, timetable and is being managed effectively. The Committee intends to hold an extra meeting on 31 January to consider the response of the Chair of the Joint Committee and for update on developments in light of recent events surrounding the Wellness Village / Delta Lakes project and impact on the overall City Deal Programme.

The next scheduled meetings of the Joint Scrutiny Committee are being held on 22 February 2019 and 16 May 2019, with meetings rotated around the four authorities. The meeting in February will enable the Committee to learn more about the City Deal Programme and regional projects.

5. Working Groups:

A number of 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 primarily involving discussion with relevant cabinet member(s) / officer(s) (and any other persons called) to gather information, ask questions, and raise any concerns.

a) Local Flood Risk Management (convener: Cllr Peter Jones)

This is an annual recurring item in the work programme. The next meeting will be held on 14 March to monitor progress on the delivery of the Flood Risk Management Plan.

b) Residents Parking (convener: Cllr Peter May)

This meeting was scheduled for 8 November but has been delayed due to resource issues within the department, and will allow time for information required to be provided. The meeting will be rearranged early in the new calendar year. It will focus on concerns that have been raised about the new electronic permit issuing process and enable relevant information to be discussed and questions to be asked.

e) **Welfare Reform** (convener: Cllr Louise Gibbard)

A meeting of the Working Group has been arranged for 14 January 2019 which will enable information, questions and discussion on the impact of welfare reform in Swansea, e.g. Universal Credit, and work / measures in place to support citizens and mitigate problems. The Citizens Advice Bureau will be participating in this Working Group.

f) **Environmental Enforcement** (convener: Cllr Jeff Jones)

A meeting of the Working Group has been arranged for 5 February and will enable information, questions and discussion about what is being done in relation to the enforcement / prevention of environmental issues such as fly tipping, dog fouling, litter, pavement parking etc., concerns about which seem to be regularly raised by the public.

Further Working Groups to be convened in the second half of 2018/19 (membership / conveners to be appointed in due course):

- **Tourism**

This will enable assessment of current activities taking into account previous scrutiny inquiry, and include discussion on issue raised about the maintenance / development of coastal path.

- **Anti-Social Behaviour**

This will enable information, questions and discussion on current approaches to tackle anti-social behaviour in our communities and their effectiveness.

- **Digital Inclusion**

This will enable councillors to follow up on the Working Group meeting held in March 2017. At that meeting the Working Group detailed a number of issues to be considered as part of a review of the Council's digital inclusion strategy. Councillors will be able to consider how well prepared both the Council itself and the public is to use and communicate / engage via digital technology.

- **Archive Service**

This would enable discussion about current service delivery, performance, and challenges. There is particular concern about accommodation issues and their effect on the service.

Agenda Item 11



Report of the Chair

Scrutiny Programme Committee – 14 January 2019

Scrutiny Letters

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

1. Introduction

- 1.1 The 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. The exception to this is the Public Services Board Scrutiny Performance Panel, whose letters will also be reported as this Committee is the designated committee for scrutinising Swansea Public Services Board (for the purposes of the Well-being of Future Generations (Wales) Act 2015). However all Performance Panel conveners will provide a progress report to the committee, including summary of correspondence with Cabinet Members and outcomes.

3. Letters Log

- 3.1 This report contains a log of scrutiny letters produced to enable the committee to maintain an overview of letters activity over the year – see **Appendix 1**. The letters log also shows the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale.
- 3.2 The following letter(s) are **attached** for discussion:

	Activity	Meeting Date	Correspondence
a	Child & Adolescent Mental Health Services Inquiry (follow-up)	21 Nov	Letter to / from Cabinet Member for Children Services (Early Years)

3.3 Key Points:

3.3.1 Child & Adolescent Mental Health Services Inquiry (follow-up) - The Inquiry Panel reconvened for a second time on 21 November to follow up on the implementation of recommendations and impact of this scrutiny inquiry.

In response to scrutiny recommendations the Panel was particularly pleased that services were in a much better place than when the inquiry had started. They heard about a greater focus on prevention, better joint working between local authorities and the ABMU Health Board and improved response to urgent cases. They also welcomed that ABMU have made changes to some of their commissioning arrangements, and have simplified processes to access the service, and that parents and Third Sector representatives are being involved more. The Panel felt that there are now well established arrangements in place to drive improvement forward.

The Inquiry Panel agreed that monitoring of this inquiry can be concluded. Although pleased with progress the Panel recognised that there is a long way to go to implement all of the recommendations and achieving significant improvement. The Panel agreed that the Child & Family Services Performance Panel was best placed for continued monitoring of Child & Adolescent Mental Health Services.

The Cabinet Member's response accepts the need for ongoing monitoring and confirms that there is now more performance information available to monitor CAMHS. He states that there is a considerable amount of work being undertaken on developing an integrated approach to service delivery at each tier and across the continuum of need, driven through the 'Getting it right for every Child Steering Group', monitored through the Children and Young People and Corporate Parenting Boards.

The Cabinet Member recognises the contribution made by the scrutiny inquiry in highlighting the issues and in the progress made to improve services.

4. Legal Implications

4.1 There are no legal implications.

5. Financial Implications

5.1 There are no financial implications.

Background Papers: None

Appendices:

Appendix 1: Scrutiny Letters Log

Appendix 2: Correspondence between scrutiny and cabinet members

Scrutiny Letters Log (25 May 2018 - 23 May 2019)

Ave. Response Time (days): 19 (target within 21 days) % responses within target: 78

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Development & Regeneration Performance Panel	15-May	End of year round up - Engagement with Scrutiny and Costs	Economy & Strategy (Leader)	29-May	09-Jul	27	n/a
2	Service Improvement & Finance Performance Panel	07-Feb	Libraries	Investment, Regeneration & Tourism	30-May	26-Jun	21	n/a
3	Committee	14-May	Cabinet Member Q & A	Delivery	04-Jun	25-Jun	21	09-Jul
4	Adult Services Performance Panel	16-May	Performance monitoring and budget outputs	Care, Health & Ageing Well	07-Jun	15-Jun	8	n/a
5*	Committee	19-Jun	Pre-decision scrutiny - More Homes Parc Yr Helyg Site Options Appraisal	Homes & Energy	20-Jun	05-Jul	n/a	09-Jul
6	Schools Performance Panel	07-Jun	Science in Schools	Education Improvement, Learning & Skills	21-Jun	03-Jul	12	n/a
7	Service Improvement & Finance Performance Panel	19-Jun	Pre-decision scrutiny - Cultural Services Commissioning Review	Investment, Regeneration & Tourism	27-Jun	n/a	n/a	n/a

8*	Working Group	20-Jun	Community Cohesion	Better Communities - People	02-Jul	12-Oct	n/a	12-Nov
9	Working Group	12-Jun	Homelessness	Homes & Energy	05-Jul	26-Jul	21	13-Aug
10	Child & Family Services Performance Panel	25-Jun	Impact of Prevention and Early Intervention on CFS	Children's Services - Early Years	12-Jul	n/a	n/a	n/a
11	Schools Performance Panel	18-Jul	Pre-decision scrutiny - changes to EMAU Service	Education Improvement, Learning & Skills	19-Jul	n/a	n/a	n/a
12	Schools Performance Panel	12-Jul	Visit and meeting at Gowerton Primary School re: Foundation Phase	Education Improvement, Learning & Skills	20-Jul	26-Jul	6	n/a
13	Development & Regeneration Performance Panel	19-Jul	City Deal financial implications	Economy & Strategy (Leader)	14-Aug	21-Aug	n/a	n/a
14	Public Services Board Performance Panel	18-Jul	Governance of PSB	Economy & Strategy (Leader)	15-Aug	28-Aug	13	
15	Service Improvement & Finance Performance Panel	14-Aug	End of Year Performance Monitoring Report	Economy & Strategy (Leader)	23-Aug	n/a	n/a	n/a
16	Adult Services Performance Panel	21-Aug	Performance monitoring	Care, Health & Ageing Well	11-Sep	n/a	n/a	n/a
17	Committee	13-Aug	Cabinet Member Q & A	Homes & Energy	11-Sep	01-Oct	20	08-Oct

18	Adult Services Performance Panel	17-Sep	Pre-decision on outcomes of residential care and day services commissioning reviews	Care, Health & Ageing Well	19-Sep	21-Sep	2	n/a
19	Service Improvement & Finance Performance Panel	11-Sep	Recycling and Landfill Annual Report	Environment & Infrastructure Management	19-Sep	09-Oct	n/a	n/a
20	Child & Family Services Performance Panel	28-Aug	Update on adoption service and advocacy and Bright Spots Survey	Children's Services - Early Years	20-Sep	n/a	n/a	n/a
21	Adult Services Performance Panel	25-Sep	Update on Western Bay programme and the Supporting People Programme grant	Care, Health & Ageing Well	09-Oct	26-Oct	17	n/a
22	Adult Services Performance Panel	25-Sep	Letter to Western Bay re update on Western Bay Programme	Care, Health & Ageing Well	10-Oct	22-Nov	n/a	n/a
23	Service Improvement & Finance Performance Panel	27-Sep	Equalities Review Report	Better Communities - People	16-Oct	26-Oct	n/a	n/a
24	Committee	10-Sep	Cabinet Member Q & A	Business Transformation & Performance (Deputy Leader)	16-Oct	07-Nov	n/a	10-Dec
25	Tackling Poverty Inquiry Panel	15-Oct	Tackling Poverty follow up	Better Communities - People	24-Oct	n/a	n/a	12-Nov
26	Working Group	08-Oct	Local Flood Risk Management - update on progress since last meeting	Environment & Infrastructure Management	30-Oct	16-Nov	17	10-Dec

27	Schools Performance Panel	17-Oct	Ysgol Crug Glas School	Education Improvement, Learning & Skills	31-Oct	27-Nov	27	n/a
28	Committee	08-Oct	Cabinet Member Q & A	Education Improvement, Learning & Skills	09-Nov	27-Nov	18	10-Dec
29	Development & Regeneration Performance Panel	07-Nov	Regeneration Updates	Economy & Strategy (Leader)	13-Nov	03-Dec	20	n/a
30	Service Improvement & Finance Performance Panel	29-Oct	Finance Reports	Economy & Strategy (Leader)	13-Nov	21-Dec	38	n/a
31	Committee	12-Nov	Pre-decision Scrutiny - Homelessness Strategy & Action Plan 2018-2022	Homes & Energy	14-Nov	n/a	n/a	10-Dec
32	Child & Family Services Performance Panel	29-Oct	Youth Offending Service; Performance Monitoring and Feedback on Inspection reports	Children's Services - Early Years	19-Nov	n/a	n/a	n/a
33	Working Group	06-Nov	Air & Noise Pollution	Environment & Infrastructure Management	19-Nov	28-Nov	9	10-Dec
34	Public Services Board Performance Panel	03-Oct	Meeting with Future Generations Commissioner	Chair of Public Services Board	29-Nov	n/a	n/a	
35	Development & Regeneration Performance Panel	28-Nov	Pre-Decision Swansea Central Update and FPR7	Economy & Strategy (Leader)	29-Nov	04-Jan	36	n/a

36	Adult Services Performance Panel	20-Nov	Performance Monitoring, review of charges, WAO report on accommodation for additional needs / learning disabilities	Care, Health & Ageing Well	04-Dec		n/a	
37	CAMHS Inquiry Panel	21-Nov	2nd follow up on the CAMHS Inquiry	Children's Services - Early Years	05-Dec	02-Jan	n/a	14-Jan
38	Committee	12-Nov	Cabinet Member Q & A	Children Services	06-Dec		n/a	
39	Schools Performance Panel	19-Nov	EOTAS and the Behaviour Plan	Education Improvement, Learning & Skills	10-Dec	n/a	n/a	n/a
40	Service Improvement & Finance Performance Panel	13-Nov	Reserves/Mid Year Budget/Annual Review of Performance	Economy & Strategy (Leader)	14-Dec			
41	Schools Performance Panel	17-Dec	Pre-decision scrutiny on school closures	Education Improvement, Learning & Skills	20-Dec	n/a	n/a	n/a
42	Schools Performance Panel	11-Dec	Education Improvement Service and Pupil Development Grant	Education Improvement, Learning & Skills	03-Jan	n/a	n/a	n/a
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To:
Councillor Elliott King
Cabinet Member for Children's Services

Please ask for: Scrutiny
Gofynnwch am:
Scrutiny Office 01792 637314
Line:
Llinell
Uniongyrochol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Date 05 December 2018
Dyddiad:

Summary: This is a letter from the Child and Adolescent Mental Health Services Scrutiny Inquiry Panel to the Cabinet Member for Children's Services following the meeting of the Panel on 21 November 2018. It reflects on the second follow up meeting of the Panel.

Dear Cllr King

The Child and Adolescent Mental Health Services (CAMHS) Scrutiny Inquiry Panel met on 21 November to follow up on progress made on the recommendations since the first follow up meeting in November 2017, as not all of the recommendations had been completed. The Panel was looking for accelerated improvements and outcomes before monitoring is concluded.

We would like to thank you, Julie Thomas and Joanne Abbott-Davies, Sian Harrop-Griffiths and Isobel Davey of Abertawe Bro Morgannwg University Health Board (ABMU) for attending the meeting to present the impact/follow up report, updating on progress and answering questions. We appreciate your engagement and input.

We would like to make the following comments:

- We heard that the service is driving forward a prevention approach and is working on the offer for those children who do not quite meet the threshold and are falling through the gaps. You are aware of the need for a continuum of support and the need to see over time if it is making a difference. There is a need to look at how this can be monitored.
- We heard from ABMU that they feel they and the three local authorities are now working together better and are having conversations about how they can change things. This is good news.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

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

www.swansea.gov.uk / www.abertawe.gov.uk

- We heard that as a result of recommendations from scrutiny ABMU have changed some of their commissioning arrangements. We were very pleased to hear this.
- We were also pleased to hear that the target for CAMHS urgent cases being seen in 24 hours is 100% and ABMU is hitting this
- We were given an explanation of how the Choice and Partnership Approach works and were informed that this initiative deals with some of the issues raised by the Panel
- The Panel expressed concern about the annual Integrated Care Fund which comes from Welsh Government to regional partnership boards. We heard that confirmation hasn't been received of what the new allocation will be when Bridgend leaves ABMU.
- We commented that the Scrutiny Inquiry had identified that people found it difficult to access CAMHS. There were complaints from parents about the forms that had to be completed and that the timeline could be as long as a year. We were informed that the process has been simplified, forms have been reviewed with schools and schools can now speak to a member of the Neurodevelopment Disorders (NDD) team if they have concerns. We were pleased to hear this.
- We also raised the issue that parents only used to be able to get a referral to CAMHS through the school. We heard that a mechanism has now been put in place so that if parents cannot get a referral through the school they can contact the NDD team direct if they think they are being blocked by the school.
- We were pleased to hear that there are now parents and representatives of the Third Sector sitting on all groups. We were informed that a workshop was held on NDD and 30 parents participated. The information gathered from this workshop was used to set up the NDD service.

Following the meeting, the Panel discussed progress and made the following conclusions:

- The Panel feels that Child and Adolescent Mental Health Services are in a much better place than when the Panel started the Inquiry and we would like to congratulate everyone involved.
- There are now well established arrangements in place to drive improvement forward in this area.
- Progress has been made on most of the recommendations in the action plan. However there is still a long way to go to fully achieve all of the recommendations.
- The Panel has concluded it's monitoring of CAMHS, but monitoring of performance will continue via the Child and Family Services Scrutiny Performance Panel who are to receive regular progress updates.

We hope you find this letter useful and informative. We would welcome your comments on any of the issues raised, and ask that in this instance you provide a written response by Monday 7 January 2019.

Yours sincerely

Mary Jones

COUNCILLOR MARY JONES
CONVENER, CHILD & ADOLESCENT MENTAL HEALTH SERVICES SCRUTINY INQUIRY PANEL
CLLR.MARY.JONES@SWANSEA.GOV.UK

Councillor Mary Jones
Convenor
Child & Adolescent Mental Health Services
Scrutiny Inquiry Panel

Please ask for: Councillor Elliott King
Direct Line: 01792 63 7438
E-Mail: cllr.elliott.king@swansea.gov.uk
Our Ref: EK/CM
Your Ref:
Date: 2 January 2019

Dear Councillor Mary Jones

Thank you for your letter of December dated 5th December 2018 and the interest you have shown in services to meet children's mental health and emotional wellbeing. Certainly progress has been made and there is now more performance information available to monitor impact.

There is a considerable amount of work being undertaken on developing an integrated approach to service delivery at each tier and across the continuum of need. This work has been moving at pace more recently and is driven through the 'Getting it right for every Child steering group', monitored through CYP and Corporate Parenting Board. How we develop services to meet the emotional and mental health needs of children is part of this work, the beginnings of which can be seen with the primary health care workers being located in the IAA Hub.

It will be important that monitoring of performance continues via the Child and Family Services Scrutiny Performance Panel and this will need to be added to their work plan going forward. This will also be the case for the monitoring of CAMHS Performance information.

I am confident the CAMHS Scrutiny Inquiry Panel was instrumental in highlighting previous concerns in this area and ensuring progress has been made.

Yours sincerely

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

**COUNCILLOR ELLIOTT KING
CABINET MEMBER FOR CHILDREN'S SERVICES – EARLY YEARS**

Audit Committee Workplan 2018/19

Terms of Reference	12 June 2018	26 June 2018 (Special)	17 July 2018	14 August 2018	11 September 2018	9 October 2018	11 December 2018	12 February 2019	9 April 2019
Training	Audit Committee Initial Training Risk Management		Financial Management & Accounting Governance	Internal Audit	External Audit	Counter Fraud			
Governance	Election of Chair & Vice Chair Audit Committee Training Programme 2018/19		*Draft Annual Governance Statement 2017/18	Draft Audit Committee Annual Report 2017/18	AC Performance Review 17/18 Action Plan Update	Chair of Scrutiny Programme Committee Update on work of PDC's	AC Performance Review 17/18 Action Plan Update	AC Performance Review 17/18 Action Plan Update	
Internal Audit	Internal Audit Monitoring Report Q4 2017/18 Performance Review 16/17 Action Plan Update Report			Internal Audit Annual Report 2017/18 Audit Committee Review of Performance 2017/18 Action Plan - Draft	Internal Audit Monitoring Report Q1 2018/19	Annual Report of School Audits 2017/18 Chief Education Officer response to Schools Audit Report	Internal Audit Monitoring Report Q2 2018/19 Recommendation Tracker Report 2017/18 Social Care Contracts & ICT Disaster Recovery Updates	Internal Audit Monitoring Report Q3 2018/19 Internal Audit Annual Plan Methodology Report 2019/20	Internal Audit Charter 2019/20 Internal Audit Annual Plan 2019/20 Social Care Contracts Update
Risk Management & Performance	WAO Proposals for Improvement Report – Six Month Update Overview of the Overall Status of Risk Report Q4 2017/18			Overview of the Overall Status of Risk Report Q1 2018/19			Overview of the Overall Status of Risk Report Q2 2018/19	WAO Proposals for Improvement Report – Six Month Update Overview of the Overall Status of Risk Report Q3 2018/19	Overview of the Overall Status of Risk Report Q4 2018/19
Counter Fraud					Corporate Fraud Annual Report 2017/18				Corporate Fraud Annual Plan 2019/20
External Audit		Audit Committee Review of Performance 2017/18			WAO ISA 260 Report 2017/18 – CCS WAO ISA 260 Report 2017/18 – Pension Fund		WAO Annual Audit Letter 2017/18	WAO Grants Report 2017/18 WAO Annual Audit Plan 2018/19 CCS & Pension Fund	Audit Committee Review of Performance 2018/19

Appendix 1

Audit Committee Workplan 2018/19

<p>Financial Reporting</p>			<p>Draft Statement of Accounts 2017/18 - CCS Letters of Representation CCS & Pension Fund</p>	<p>Draft Statement of Accounts 2017/18 - Pension Fund</p>			<p>Review of Reserves Report. Trusts & Charities Update Report. Treasury Management Annual Report</p>		
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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
**Special Meeting held 23/08/18 to discuss and approve the amended Annual Governance Statement 2017/18*

Agenda Item 13

Date and Time of Upcoming Panel / Working Group Meetings

15 January - 11 February

15 January at 9.30am – Service Improvement & Finance Scrutiny Performance Panel (Committee Room 5, Guildhall)

15 January at 3.30pm – Adult Services Scrutiny Performance Panel (Committee Room 5, Guildhall)

17 January at 4.00pm – Schools Scrutiny Performance Panel (Committee Room 3A, Guildhall)

21 January at 10.30am – Equalities Scrutiny Inquiry Panel (Committee Room 3A, Guildhall)

23 January at 10.00am – Natural Environment Scrutiny Inquiry Panel (Committee Room 5, Guildhall)

31 January at 10.30am - Equalities Scrutiny Inquiry Panel (Committee Room 3A, Guildhall)

5 February at 10.00am – Environmental Enforcement Scrutiny Working Group (Committee Room 5, Guildhall)

6 February at 10.00am – Public Services Board Scrutiny Performance Panel (Committee Room 1, Civic Centre)

11 February at 10.00am – Extra Development & Regeneration Scrutiny Performance Panel (budget) (Council Chamber, Guildhall)

11 February at 11.00am – Extra Adult Services Scrutiny Performance Panel (budget) (Council Chamber, Guildhall)

11 February at 2.00pm – Extra Child & Family Services Scrutiny Performance Panel (budget) (Council Chamber, Guildhall)

11 February at 3.00pm – Extra Schools Scrutiny Performance Panel (budget) (Council Chamber, Guildhall)

In addition to the above public meetings the Equalities Scrutiny Inquiry Panel is undertaking a number of informal evidence gathering activities including engagement with a range of groups / networks who represent people with protected characteristics.