

Scrutiny Work Planning Conference

18 June 2024, The George Hall, Guildhall, Swansea

Agenda

4.00pm	Welcome / Introduction	Councillor Peter Black, Chair of Scrutiny Programme Committee
	Work Planning Guidance Developing the Work Programme for 2024/25	Brij Madahar, Scrutiny Team Leader
4.10	Corporate Management Team - Perspective on Scrutiny & Priorities	Martin Nicholls, Chief Executive
4.20	Group Work / Discussion <ul style="list-style-type: none">• What should be in the Scrutiny Work Programme for 2024/25 and why?<ul style="list-style-type: none">➤ What is the big in-depth Inquiry Panel issue?➤ Views on existing Performance Panel arrangements for ongoing monitoring?➤ One-off 'Working Group' topics of concern?➤ Other issues that could be discussed within Scrutiny Programme Committee meetings?	All
5.05	Group Feedback and Conclusions	Councillor Peter Black
5.30	Close	

Attachments:

1. Slides
2. Review of the Year 2023-24
3. Inquiry & Working Group Case Studies
4. Work Planning Guidance
5. Topic Suggestions
6. Outline Work Programme for 2024-25
7. Cabinet Portfolios

Link to Further Reading:

[Centre for Governance & Scrutiny Publication – Scrutiny & Work Programming](#)

Welcome to the Annual Scrutiny Work Planning Conference

18 June 2024

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Working Planning Guidance

1. Good work planning takes time.
2. The Scrutiny Work Programme is member-led.
3. It is impossible for Scrutiny to look at everything.
4. Focus on what matters most, where you can add value
5. There are different approaches to carrying out Scrutiny.

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Working Planning Guidance

6. Leave space for routine Scrutiny items
7. Not every issue merits Scrutiny.
8. Be aware of other work going on within the Council.
9. Keep the Work Programme / Work Plans flexible.
10. Review and evaluate.

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Group Discussion

What should be on the Scrutiny radar?

- **Inquiry Panel Topic:** what is the big issue which may need time (6-9 months) to examine, calling for wide ranging evidence gathering?
- **Performance Panels:** Are these already focussed on the right areas? Is there any specific issue these Panels should cover this year?
- **Working Group Topics:** issues for 'light-touch' / one-off scrutiny?
- **Committee:** issues for the Committee Work Plan?

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Your Draft Work Programme

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

SCRUTINY PROGRAMME COMMITTEE
(Formal Committee chaired by CIP Panel Chair)

- Developing, managing and monitoring Scrutiny Work Programme & impact
- Discussing broad range of policy and service issues (incl. Crime & Disorder & PCC Scrutiny)
- Coordinating Pre-Meeting Scrutiny / Calls in

WHAT SHOULD COMMITTEE MEETINGS FOCUS ON?

INQUIRY PANELS:
(One-Off or 2-3 month inquiries)

WHAT ISSUE, TOPICS OR DEBATE EXAMINATION, WIDE-RANGING EVIDENCE GATHERING / RESEARCH, AND THE TIME & MONTHS IT WILL INVOLVE?

1. **Inquiry Topic?**

To complete from 2023/24:

- **Continuity Assists:** How do you ensure that the Council ensure that its community people are working to provide the best outcomes for the people of Swansea?

Previous Inquiry Follow Up:

- Anti-Social Behaviour

PERFORMANCE PANELS:
(On-going 2-3 month monitoring)

ANY CHANGES? ANY SPECIFIC ISSUES THESE SHOULD COVER?

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

WORKING GROUPS:
(One-off meetings)

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

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

REGIONAL SCRUTINY:

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

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Corporate Management Team - Perspective on Scrutiny & Priorities

Martin Nicholls, Chief Executive

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Review of the Year: Scrutiny in 2023-24

Over the course of the last Council year, 11 Scrutiny Programme Committee (SPC) and 58 Scrutiny Panel / Working Group meetings were held. This included the following Scrutiny activities (lead councillors shown in brackets):

Inquiry Reports (in-depth Scrutiny reviews):

These are in-depth inquiries into specific and significant areas of concern, on a task and finish basis, and will be expected to take around 6-9 months to complete to enable wide-ranging evidence gathering, and production of a final report with conclusions and recommendations for Cabinet (and other decision-makers).

- Inquiry Completed:

Inquiry	Status
<p>Anti-Social Behaviour (Cllr Terry Hennegan)</p> <p>Key Question: How can the Council ensure that it is working with its partners to appropriately and effectively tackle Anti-Social Behaviour in Swansea?</p>	<ul style="list-style-type: none"> • Final Report presented to Cabinet - 21 Dec 2023 (24 Recommendations made) • Cabinet Response – 18 Apr 2024 (21 agreed, 1 partially agreed, 2 not agreed) • Panel to reconvene during 2024-25 to follow up implementation of agreed recommendations and impact of the Inquiry

- Inquiry in progress:

Inquiry	Status
<p>Community Assets (Cllr Stuart Rice)</p> <p>Key Question: How can the Council ensure that its community assets are working to provide the best outcomes for the people of Swansea?</p>	<ul style="list-style-type: none"> • Inquiry commenced Feb 2024 • Currently Evidence Gathering • Panel to then consider findings / conclusions • Final Report to be reported to Scrutiny Programme Committee prior to submission to Cabinet for decision

(Any new Inquiry topic that is agreed for 2024/25 will be able to commence following the conclusion of the Community Assets Inquiry, later in the year)

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

Inquiry	Monitoring Status
<p>Procurement (Cllr Chris Holley)</p> <p>Key Question: What is the Council doing to ensure it procures locally, ethically, and greenly while being cost effective and transparent in its practices?</p>	<ul style="list-style-type: none"> • Final report presented to Cabinet - June 2022 (14 Recommendations made) • Cabinet response agreed Oct 2022 – 100% of recommendations accepted • Follow up meeting held 24 Oct 2023 - Panel happy with progress made to date; pleased to hear about positive impact Inquiry has made. 9 recommendations reported as complete, and that good progress had been made with outstanding recommendations.

Performance Monitoring:

In July 2023, the Committee agreed to merge the former Service Improvement & Finance and Development & Regeneration Panels.

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

- **Service Improvement, Regeneration & Finance** (Cllr Chris Holley) - monthly
- **Education** (Cllr Lyndon Jones) - monthly
- **Adult Services** (Cllr Sue Jones) – every six weeks
- **Child & Family Services** (Cllr Paxton Hood-Williams) – every six weeks
- **Climate Change & Nature** (Cllr Sara Keeton) – every two months

(Unless the SPC agree changes, it is assumed that all Performance Panels would continue through 2024/25 as already agreed)

Working Groups:

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

Completed:

- **Public Rights of Way** (convener: Cllr Mike White)
Meeting held in November 2023
- **Customer Contact** (convener: Cllr Peter Black)
Meeting held in February 2024

- **Community Growing** (convener: Cllr Michael Locke)
Meeting held in May 2024

Follow up:

The SPC takes responsibility for following up on previous Working Group views and recommendations, enabling the SPC to consider progress against recommended improvement / agree action and highlight issues where further action may be required. It received an update in November 2023 on action following the **Bus Services** Scrutiny Working Group, which concluded in March 2022. In January 2024, the Committee also followed up the **Road Safety** Working Group, which had concluded in December 2022.

A follow up on the **Co-production** Working Group, which concluded in March 2023, was planned for May but put back. This will be in the SPC work plan for 2024/25 – July Committee meeting.

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

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

A session with the Leader of the Council was held in January 2024. The Committee focussed their questions mainly on **development and regeneration activity and impact on the city centre**.

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

- **Active Travel** (Sep 2023)
- **Support for Business** (Dec 2023)
- **Delivery against Workforce Development Strategy** (Feb 2024) - the Committee requested that a further update on progress be provided in around Feb 2025, focusing on the impact and difference being made having taken the actions within, to better enable an assessment of the Strategy's success.

Crime & Disorder Scrutiny – Safer Swansea Community Safety Partnership:

The Committee is the authority's designated Crime & Disorder Scrutiny Committee. In discharging this role, the Committee held its annual session in April 2024 focusing on the performance of the Safer Swansea Partnership, looking at partnership priorities, activities, and impact. Lead representatives from both South Wales Police and the Council, who are involved in the joint-chairing arrangement for the Safer Swansea Partnership Steering Group, attended to present information and take questions on the work of the Safer Swansea Partnership. This included questions on the reporting of Crime & Disorder Statistics; Rape & other serious Sexual Offences; Drugs / Substance Misuse; Burglaries; Car Crimes; dealing with Mental Health issues; PCSO

provision; Crime & Disorder reporting and relationship between Police and local Councillors; learning from the Mayhill Disorder; and Hate Crime.

Public Services Board Scrutiny:

The Committee is responsible for scrutinizing the performance of Swansea Public Services Board (PSB) and how it is making a difference. This was discussed during meetings held in October 2023 and May 2024. In October, as part of the ongoing scrutiny, the Committee followed up on the development of the Well-being Plan, which was published in May 2023, and asked about the associated action plan to deliver objectives and how performance against the Plan will be measured. The Committee saw the action plan for 2023/24 which contained actions for each of the 8 Well-being Steps, intended outcomes, milestones, and success measures, with named strategic and operational leads from across the partnership, not just the Council, showing progress / status at Quarter 2. The session in May 2024 enabled the Committee to consider full year performance reporting. The Committee has continued to make suggestions to challenge improvement, including around visibility, the measuring and reporting of performance against objectives and impact, and public engagement.

Pre-decision Scrutiny:

Pre-decision Scrutiny - taking into account strategic impact, public interest, and financial implications, 4 Cabinet reports were subject to Pre-decision Scrutiny (carried out by the Committee or relevant Performance Panels), with views reported to Cabinet before decisions were taken:

- **FPR7 Redevelopment of 277-278 Oxford Street - Community Hub Project**
- **Oracle Fusion Project Closure Process and Transition to New Operating Model**
- **Annual Budget**
- **Updated FPR7 for Palace Theatre Refurbishment.**

Call-In:

Concerns were raised, via the Council's Call-in Process, on the following Cabinet decision, which resulted in the matter being discussed by the Committee:

- **Customer Charter and Service Standards Framework**

Following discussion, the Committee recommended that the Cabinet decision regarding approval of the Customer Charter & Service Standards Framework be reconsidered, in light of the concern raised, and in line with the Chief Executive's proposed way forward which had been reported to the Committee. This was agreed by the lead Cabinet Member, who had delegated authority to make the necessary changes.

Other reports considered by SPC:

- **Annual Corporate Safeguarding Report**
- **Delivery of Corporate Priority – Tackling Poverty & Enabling Communities**
- **Children & Young People's Rights Scheme Progress Report 2021-23**

- **Annual Complaints & Compliments Report**
- **Annual Welsh Language Standards Report**
- Scrutiny Annual Report for 2022/23 (reported to Council 5 Oct 2023)
- Anti-Social Behaviour Scrutiny Inquiry Final Report – the Committee signed off the Panel’s final report in November for submission to Cabinet for decision
- Scrutiny Performance Panel conveners provided progress reports on the work and impact of their Panels
- Co-ordination with the Governance & Audit Committee – Discussion between Chairs / Committees on the Audit / Scrutiny Relationship:

Regional Scrutiny:

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

- **Partneriaeth / Education through Regional Working** – A Joint Scrutiny Councillor Group, comprising of Education Scrutiny Chairs and Vice Chairs, or equivalent, across Swansea Council, Carmarthenshire Council and Pembrokeshire Councils has scrutinised the work of the regional education partnership which supports the delivery of school improvement, and ensure greater public accountability over decisions made. Scrutiny seeks reassurance and considers if the Partnership is operating according to the Joint Committee Agreement, and its Business Plan, and is being managed effectively. The Chair of the Scrutiny Programme Committee and Convener of the Education Scrutiny Performance Panel have participated in the Scrutiny of Partneriaeth. The Group meets termly, mirroring the Partneriaeth Joint Committee. Meetings took place 19 June 2023, 23 October 2023, and 26 February 2024. As per Joint Agreement, the Swansea Scrutiny Team manages support for the Scrutiny of Partneriaeth.
- **Swansea Bay City Region City Deal** – Swansea Scrutiny has also been involved in the Swansea Bay City Region Joint Scrutiny Committee, approved by Council in July 2018. This arrangement involves three councillor representatives from each of the four Councils involved in the City Region, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal programme. Swansea Scrutiny Councillor representatives are currently: Jan Curtice, Victoria Holland & Chris Holley. The Joint Scrutiny Committee is meeting at least quarterly. Meetings took place in July and October 2023, and February and April 2024. As per Joint Agreement, Neath Port Talbot Council services the Scrutiny Committee.
- **South West Wales Corporate Joint Committee** - The Corporate Joint Committee (CJC) involves Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils, as well as Brecon Beacons and the Pembrokeshire Coast National Park Authorities, and will exercise functions relating to strategic land use planning, regional transport planning and the exercise of economic well-being powers. The Committee has set up a CJC Overview & Scrutiny Sub-Committee which consists of three elected members from each Council and will meet at least quarterly. The Overview & Scrutiny Sub-Committee will scrutinise the decisions / actions of the CJC as it discharges its functions and performance in relation to policy objectives and targets. Swansea Scrutiny Councillor representatives have been Peter Black,

Wendy Lewis & Mike White. Meetings took place in November 2023, and January 2024. The Overview & Scrutiny Sub-Committee is being serviced by Neath Port Talbot Council.

(The Council is already committed to participation in regional Scrutiny arrangements, which will continue during 2024/25. Regional Scrutiny arrangements do not, however, preclude Councillors within constituent Councils discussing the impact of the regional body on their Council and locality, and holding Cabinet Members to account for their involvement / Council's involvement and engagement in regional bodies, and relevant local decision-making.)

Chairs' Scrutiny Letters:

There were 68 letters sent to Cabinet Members – an established way for Scrutiny, across all activities, to communicate findings, views and recommendations for improvement directly to Cabinet Members, reflecting discussion at meetings and continuing an effective dialogue between the Scrutiny and the Cabinet. Effectively 'mini-reports' with conclusions and proposals from Scrutiny – and responses. Response times are monitored:

- the average response time was 22 days (against target of 21 days) – for comparison performance for whole of 2022/23 was 21 days.
- of the 20 letters which required a Cabinet Member response 55% were responded to within time – for comparison performance during 2022/23: 65% / 20 letters.

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

Scrutiny Annual Report:

The Scrutiny Annual Report for 2022/23 was presented to Council in October 2023.

Councillor Engagement:

- Number of backbench Councillors actively involved in scrutiny: 70%
- Average Councillor attendance at Scrutiny meetings: 72%

Public Engagement:

- % of meetings with public input: 23%
- % of meetings attracting media coverage: 28%
- Number of Scrutiny discussions reported upon in the press: at least 24

Feedback

We have post-meeting feedback from Cabinet Members and officers who have participated in Scrutiny meetings, about their experience and satisfaction. They are invited to complete a short anonymous survey shortly after each Scrutiny meeting, to help us to evaluate the quality and effectiveness of scrutiny practice and inform the

improvement and development of scrutiny in Swansea. During 2023/24 this generated 35 responses. Drawing some headlines from the responses, the feedback indicates:

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

Some positive quotes from the feedback received:

“The Scrutiny Panel was well researched and interested in the presented information. They asked relevant questions for clarity and welcomed additional information to present as broad as possible a picture of the subject material. The Chair ensured the meeting ran professionally and in a timely fashion whilst ensuring all who wanted, had the opportunity to contribute”

“Councillors were courteous and the Chair moderated discussion well”

“Very well Chaired, treated with courtesy and respect and good, relevant questions”

“Very well chaired with fair, balanced and relevant questions”

“The Scrutiny Panel provided an excellent opportunity to promote and showcase the work which is being undertaken within this section of the Council. Furthermore, the process of preparing the report, provided an opportunity for reflection on the projects being undertaken and consider how these can be developed going forward”

“I thought the meeting was well organised and constructive It was very useful to have a fair amount of notice of the questions being asked in order to prepare responses and make best use of the time available”

“Members of the Scrutiny Panel were knowledgeable and well versed on the issues faced”

“Good, sensible conversation and suggestions to move forward”

“Scrutiny meetings in Swansea are always run well”

Some improvement suggestions from the feedback received:

- Giving more notice of questions in advance as much as possible to help Cabinet Members and Officers prepare, and ensure the issues Councillors wish to raise can be properly addressed within meetings avoiding responses needing to be followed up after meetings.

- Ensuring officers are also given the opportunity to address Scrutiny meetings to present key points, in addition to the Cabinet Portfolio Holder's introduction, before moving to the wider discussion.

Scrutiny Training & Development Programme

A training programme was developed and delivered during 2023-24 which was facilitated by Cerith Thomas from the Improvement Team at the Welsh Local Government Association (WLGA) for all Swansea Scrutiny Councillors.

The Programme consisted of five different Sessions between October 2023 and January 2024:

- Introduction to Scrutiny
- Scrutiny Chairing Skills
- Questioning Skills for Scrutiny
- Scrutiny of Performance
- Self-Assessment of Scrutiny (two parts)

In total 22 Councillors and 1 of the Statutory Education Co-optees participated in the Programme, attending at least one session. Of these, 7 Councillors and the Statutory Education Co-optee attended all sessions. Video recording of each session and relevant materials were subsequently shared with all Scrutiny Councillors, enabling those who were not able to attend to benefit.

As well as benefitting individual Councillors, the Programme will help to inform Scrutiny Improvement Objectives and actions going forward. With the Programme concluding with a self-assessment exercise a number of ideas have emerged from this process.

Possible / suggested action to take forward, included:

- Ensuring all Committee / Panel members have the opportunity to engage in the development of their individual work plans, ideally through a face to face meetings / workshops, as well as in preparing for meetings.
- Increasing, wherever possible, external input / perspectives at Scrutiny meetings, in addition to hearing from Cabinet Members and Officers.
- Ensuring timely consideration of reports that are otherwise being reported to Cabinet, e.g. Performance / Financial monitoring reports
- Taking advantage of any opportunities to undertake visits, enabling Scrutiny Councillors to see as well as hear about things.
- To make greater use of informal pre-meetings to prepare for meetings and post-meetings to evaluate how meetings have gone
- Ensuring all suggested action and recommendations made by Scrutiny, whether in reports or letters, are SMART (Specific; Measurable; Achievable, Relevant, and Timely)
- Reviewing / refreshing all internal / external information about Scrutiny (e.g. on the Council intranet and Council website) to ensure good visibility and its effectiveness in increasing awareness of Scrutiny and ways that the public can get involved

- Giving consideration to an End of Year Conference, whether in place of or in addition to individual Committee / Performance Panel discussions.
- Reviewing the Scrutiny Annual Report and the measures of success to report on Scrutiny performance

Taking account of the above and wider feedback it is proposed to bring a set of Scrutiny Improvement Objectives to the Committee meeting in July for agreement.

RECENT SCRUTINY INQUIRY PANEL CASE STUDIES

Anti-Social Behaviour

Purpose: The aim of the inquiry was to investigate how the Council is working with its partners to appropriately and effectively tackle Anti-Social Behaviour (ASB) in Swansea.

Evidence Gathering: The Inquiry Panel gathered detailed evidence on the resources and arrangements in place to deal with ASB, performance and challenges. The Panel met with several Cabinet Members and Council Officers, officers from South Wales Police, Registered Social Landlords/Housing Associations, representatives of Equality Groups and Forums, representatives from the Business Community, Swansea Council for Voluntary Service, as well as inviting public submissions. The Panel also met with a group of young people who told Councillors what it was like from their perspective and how it affected them.

Findings: The Panel concluded its inquiry with a report to Cabinet that drew a number of conclusions and made 24 recommendations for Cabinet and the wider Safer Swansea Partnership that should help tackle and prevent ASB in Swansea. The Panel acknowledged there are many challenges that face the Council and its partners in tackling ASB, how the issue is multi layered and required input and commitment across a wide selection of organisations not just our statutory partners. Councillors recognised that effective strategies, policies and procedures in tackling ASB were in place and the Council was meeting its regulatory obligations. However, although the Council and partners were working together, they found that the overall picture of services and support is confusing. One of the key recommendations called for a mapping exercise of services that would help the Council, its partners and wider stakeholders including the public to see the bigger picture, and help to address any cross departmental or organisation challenges. The Inquiry Panel also recommended to the Scrutiny Programme Committee that it considers adding examination of Youth Provision in Swansea to the Scrutiny Work Programme, to discuss preventative work, funding and the difficulty in recruiting qualified youth workers.

Follow Up: Of the 24 recommendations, 21 were accepted in full by Cabinet in April 2024. 1 was partially agree and 2 were not agreed. The implementation of recommendations will be followed up by the Scrutiny Panel early in 2025 at which time the Panel will assess the impact of the inquiry.

Procurement

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

Evidence Gathering: The Inquiry Panel met with various external organisations such as Swansea Council for Voluntary Service and Business Wales, contractors,

and several Cabinet Members along with officers from across council departments to gather detailed evidence on how procurement operates in Swansea.

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

Follow Up: All 14 recommendations were accepted by Cabinet in October 2022. The implementation of recommendations was followed up by the Scrutiny Panel in October 2023. The Panel was happy with progress made to date. Councillors were pleased to hear about positive impact Inquiry has made. They heard that as a result of the Inquiry the profile of the matters raised by the Panel has increased significantly across the entire Council; resulting in a strong commitment to effective Procurement and its importance to the future of the Council's operation and impact on its wider environment. 9 recommendations were reported as complete, and the Panel agreed that good progress had been made with the outstanding recommendations. They were reassured to hear that all the necessary pieces are in place to ensure ongoing improvement in those areas where the recommendations are incomplete. The Panel decided it can now conclude formal monitoring of the inquiry recommendations.

Equalities

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

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

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

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

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RECENT SCRUTINY WORKING GROUP CASE STUDIES

Public Rights of Way

Purpose: The Public Rights of Way Working Group met to look at an overview of Public Rights of Way (PROW) across Swansea (mapping / numbers) and issues, impacts on PROW from developments and the effect on communities. Relevant officers attended alongside the Cabinet Member for Environment and Infrastructure, Cllr Andrew Stevens.

Main Findings: The Working Group received a comprehensive report and praised the work of the Countryside Access Team, which includes a 10-year Countryside Action Plan due to be adopted in Spring 2024. The team has reduced in size over the last few years leaving 3 Countryside Access Officers and a Team Leader. This has left them vulnerable to unforeseen circumstances for instance, staff illness. A wider team restructure is imminent and the Working Group hoped this will provide wider team support. To support the team further, particularly with pathway maintenance, it suggested considering apprenticeships.

The Working Group requested the Cabinet Member lobby the Welsh Local Government Association (WLGA) to introduce legislation in Wales to avoid the duplication of diversion orders which currently takes place. These changes have already been made in England. It also recommended integrating the PROW and Active Travel routes as maintaining an overview of both would provide a clearer picture and a collaborative approach. Additionally, the Working Group has requested a breakdown of expenditure.

Other areas discussed at the Working Group include partnership working and marketing. Overall it felt that the PROW in Swansea were an asset with huge value for money. Resources were a concern and the Working Group felt, if footfall and usage increases this may demonstrate the need for increased budgets.

The Cabinet Member responded to the recommendations and conclusions made by the Working Group. He has agreed to write to WLGA and Welsh Government to request that the legislation in Wales is introduced. He recognised the developing crossover of PROW and Active Travel routes however felt the purposes of both are different. The Cabinet Member suggested a map for Active Travel routes that is compatible with PROW maps and stated that the two teams do work together when there is common interest. The additional breakdown of expenditure was provided along with additional information regarding successful PROW marketing and evidence of partnership working.

Follow Up: Working Group recommendations will be followed up by the Scrutiny Programme Committee during 2024-25.

Customer Contact

Purpose: The Customer Contact Scrutiny Working Group met on 23 February for a focussed discussion & questioning on user experience when contacting the Council / accessing services whether by telephone or on-line / through digital means; response rates; provision for offline and on-line contact; effectiveness of Council Contact Centre; on-going actions to improve digital inclusion / access; quality of website, etc. The Head of Digital and Customer Services and the Council's Web Development Manager attended to assist the Working Group.

Main Findings: The Working Group received an overview of the Councils performance and plans for developing customer contact channels, an update on customer contact transformation projects and the new Customer Contact Strategic Framework. It heard that there has been a steady decrease in calls and face to face contact in favour of online communication. Officers provided call handling data including abandoned calls and information on face to face contact. Additionally, an update on digital inclusion and the digital transformation programme was received.

The Working Group discussed and asked questions about abandoned calls and ways to reduce this number, challenges with the automated switchboard, complaints and future plans. It heard that the Swansea Account is already live with plans to integrate more services onto this as well as automation of processes and routine transactions in the next two years and a new telephone platform developed over the next 18 months.

The Working Group made some specific recommendations including accurate return dates on internal out of offices, clearly spoken automated messages, use of a phone queue system, call back options, staff awareness of the Customer Charter and Standards with checks in place to ensure compliance, automated response messages to include how long a response may take and use of the word "residents" instead of "customer" where appropriate.

The Cabinet Member responded to the recommendations and conclusions made by the Working Group. This included some additional information on sickness rates and face to face usage of local housing offices. Cllr Lewis agreed with all the recommendations in the letter, some of which have already been rolled out and some will be rolled out in due course which will therefore need further monitoring. The Working Group also requested an update on the Digital Inclusion Strategic Framework and the new Tackling Poverty Strategy from the Tackling Poverty and Prevention Team, which the Committee will need to follow up.

Follow Up: Working Group recommendations will be followed up by the Scrutiny Programme Committee during 2024-25.

Road Safety

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

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

The Cabinet Member responded to the recommendations and conclusions made by the Working Group. He agreed to work constructively with Go Safe to remove barriers limiting enforcement activity and noted concerns regarding traffic calming and parking around schools. He welcomed the opportunity to seek partnerships to support banners outside schools as arrangements with a major local employer have now expired.

Follow Up: Working Group recommendations were followed up by the Scrutiny Programme Committee in January 2024. The Committee was updated on progress with the introduction of the new 20mph default limit. Councillors were pleased to hear that the Council has been successful in reducing the level and intensity of accidents and injury between 2010 and 2022, exceeding Welsh Governments targets. It was noted that locally it may take up to three years to get a clear understanding of how change in speed limit has impacted on the network of roads in the wider Swansea area, in terms of collision and casualty reduction. The Committee raised some concerns about road safety around schools, including School Crossing Patrol provision, and improvements to signage / banners, and education, as well as about safety for users of Shared Use Paths.

Co-production

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

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

The Cabinet Member responded to the recommendations and conclusions made by the Working Group. This referenced a programme of incremental internal upskilling and staff development to be rolled out before Winter 2023 with the aim of a project report on completion, to the Audit Committee in Autumn 2023.

Follow Up: Working Group recommendations will be followed up by the Scrutiny Programme Committee during 2024-25.

4 - Work Planning Guidance

For proposed Scrutiny topics

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

* Based on the criteria recommended for:

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

5

Scrutiny Topic Suggestions – June 2024

Corporate Management Team:

Scrutiny Performance Panels – existing arrangements effective
Continued Scrutiny of Corporate Plan, Budget Proposals, Transformation Plan, Performance Management
Tackling Poverty linked to outcomes of Poverty Truth Commission
Performance Management linked to changes in steps and PIs following review
Community Safety / Anti-Social Behaviour follow up to previous inquiry
Review of overall Grants as part of overall Budget process
Regional activities but Swansea specific elements to avoid duplication with regional arrangements
WHQS / More Homes Delivery
Homelessness
Delivery against Workforce Strategy and Workforce Transformation Programme
Review of Digital Strategy and Transformation (could also include review of Oracle Fusion implementation but towards end of municipal year)
Further follow up actions relating to Procurement Inquiry
Public Contact & Public Engagement (perhaps linked to resident's survey)

Councillors (including from previous year's work / survey):

<p style="text-align: center;">Delivery against Workforce Development Strategy (carry over from Committee workplan - focusing on the impact and difference being made from actions)</p>
<p style="text-align: center;">Youth Services (suggested by Anti-Social Behaviour Inquiry Panel - to discuss youth provision in Swansea; preventative work, funding and the difficulty in recruiting qualified youth workers – possible Working Group topic or Committee item)</p>
<p style="text-align: center;">Substance Misuse (possible Inquiry topic looking at drug and alcohol abuse which often leads to both physical and mental health issues; concerns about the increasing number of abuse related crime and anti-social behaviour; opportunity to discuss remedies, etc)</p>
<p style="text-align: center;">Flood Prevention & Management (possible Inquiry topic looking at flooding and risk management - as our winters become wetter and milder more areas will be at threat. Where are our areas of focus going to be and what will we be doing to alleviate risk?)</p>
<p style="text-align: center;">Renewable Energy (possible Working Group topic – to ask about existing activity and new opportunities for small scale renewables generation (e.g. solar panels over council car parks, or large scale heat pump tech on unused land for district heating networks)</p>
<p style="text-align: center;">Tree Services (possible Inquiry or Working Group topic – to ask about tree services, management and development; tree protection orders; tree inspection programme; role and responsibility of the Council and landowners; tree maintenance - the council has planted many trees over the years but does it have the capacity to look after them; opportunities/spaces for rewilding/tree planting, using free trees and volunteers;</p>
<p style="text-align: center;">Planning Enforcement (possible Committee item - Planning enforcement - unclear what is actually within our powers to deal with rogue developers, when we can act, and what remedies are available)</p>
<p style="text-align: center;">Empty Properties (possible area of ongoing monitoring – given housing needs what steps is the Council taking to bring empty properties back into use and how this could be funded)</p>
<p style="text-align: center;">Drainage Management (possible Working Group topic looking at the drains and gully maintenance programme, etc.)</p>
<p style="text-align: center;">Highways Maintenance (possible Committee item – concern about street signage maintenance, signs faded / not readable)</p>

Review of Support for Post 16 Education / NEET Partnership Working
(possible Inquiry or Education Performance Panel topic - there are many struggling learners falling between the gaps in organisations and are struggling post COVID)

Children & Young People's Wellbeing & Mental Health
(possible Working Group topic – is the NYTH/NEST assessment being used by Swansea partnerships)

Social Care Workforce Strategy
(possible Committee item / Performance Panel item - review of action plan; recruitment and retention challenges for social services)

Street Cleanliness
(possible Inquiry or Working Group topic – concern that other authorities seem to be coping better than Swansea and have a variety of different methods that we don't see here)

Waste Collection
(possible Inquiry or Working Group topic – looking at refuse and recycling arrangements. Concern that even though the Council is driven by Welsh targets, the recycling system is complex and bags are left which split open causing more work for other departments, etc)

Regeneration Project Monitoring
(possible topic of ongoing monitoring - investigate the financial costs of income and expenditure such as Car Parking facilities and entertainment venues such as the Swansea Arena, Albert Hall or the Palace Theatre for example in a bid to gauge value for money)

Schools Performance
(academic performance of individual schools both Primary and Secondary)

Active Travel
(possible Committee time / ongoing monitoring)

Fly Tipping
(possible Committee time / ongoing monitoring – efforts to tackle)

HMOs
(possible Committee time / ongoing monitoring – impact on area)

Parking Enforcement
(possible Inquiry topic – concern about lack of deterrent; examination of current resources, arrangements and how we manage illegal parking; issues and challenges; how it compares with other areas, etc)

Issues in the Media (via local press over last year):

Swansea Airport	Cost of Living
City Centre (retail, development)	Bus Services
Skyline Development	Copr Bay Development
Council Budget	Housing Shortage / Council House Building
Poverty	Flooding
Litter & Street Cleansing	Active Travel
Fly Tipping	Welsh Medium School Provision
Anti-Social Behaviour	Potholes

6 – Outline Scrutiny Work Programme 2024/25

SCRUTINY PROGRAMME COMMITTEE

(formal Committee chaired by Cllr Peter Black)

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

WHAT SHOULD COMMITTEE MEETINGS FOCUS ON?

INQUIRY PANELS:

(time-limited in-depth inquiries)

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

1. Inquiry Topic?

To complete from 2023/24:

- **Community Assets**

Key Question: How can the Council ensure that its community assets are working to provide the best outcomes for the people of Swansea?

Previous Inquiry Follow Up:

- **Anti-Social Behaviour**

PERFORMANCE PANELS:

(on-going in-depth monitoring)

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

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

WORKING GROUPS:

(one-off meetings)

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

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

REGIONAL SCRUTINY:

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

7 - CABINET PORTFOLIOS (2024)

Economy, Finance & Strategy (Leader) (Cllr Rob Stewart)	Service Transformation (Cllr Andrea Lewis (Deputy Leader)	Corporate Services & Performance (Cllr David Hopkins) (Deputy Leader)	Education & Learning (Cllr Robert Smith)
<ul style="list-style-type: none"> • Recovery Plan • Capital Programme • City Centre Strategic Redevelopment • City Deal delivery • Communications and media • Community Leadership • Constitutional Changes (to PM) • Finance Strategy, Budget & Saving Delivery • Investment & disposal policy • Strategic Estates & Property Management • Financial Services • Legal Services • Local and Regional Investment Strategy • Planning Policy (Regional) • Poverty Reduction corporate lead • Public Services Board (PSB) • Major Projects • Regional Working Lead (All Bodies) • Strategic Partnerships • Risk & Resilience Management • Corporate Joint Committee (CJC) - Chair • Swansea Bay City Region Joint Committee - Chair • Welsh Local Government Association (WLGA) – Deputy Leader • WLGA Lead on Economy & Inward investment, Europe & Energy • WLGA representative to LGA 	<ul style="list-style-type: none"> • Members ICT / Corporate ICT Strategy Lead • Contact centre • Customer Contact Strategy • Cyber Security information governance inc data protection • Public Services Board (PSB) Leader's Representative • Homes as Power Stations (City Deal) Leader's Representative • APSE (Association for Public Service Excellence) • Welsh Housing Quality Standard (WHQS) Programme • Building Services • Housing Adaptations & Renewal Schemes • Housing Policy, Affordable Housing and Housing Options • More Homes Delivery • Sheltered Housing • Co-operative Housing • Homelessness • Council House Management & Repairs • Lettings policy & Tenancy Enforcement • Climate change policy • Green fleet strategy • CJC (Corporate Joint Committee) Energy sub group representative • District heating networks • Green Vehicle Adoption • Nature recovery board member 	<ul style="list-style-type: none"> • Corporate Delivery of Priorities • Performance monitoring • Commercial Services, Procurement & Frameworks • Human Resources • Mayoral & Civic Functions • Member Development • Outside Bodies participation oversight • Council Champions (to PM) • Petitions (to PM) • Scrutiny liaison • Democratic Services • Health & Safety • Planning Policy • Nature recovery & biodiversity (board member) • Landlord Licensing • Houses of Multiple Occupation (HMO) • Licensing Policy • Building Control • Public Protection • Environmental Health • Trading Standards • Trade Union Engagement and JCC (Joint Consultative Committee) Member • Western Gateway Leader's Representative • Audit 	<ul style="list-style-type: none"> • 21st Century Schools Programme • School estate planning • Apprenticeships policy lead (Apprenticeships (Support from AA/RFD/AL/LG)) • Catchment Review • Education Services from 3 to 19 • Flying Start • Further Education • Inclusion & Learner Support • NEETS Prevention & Reduction (Not in Education, Employment, or Training) (Supporting AA) • Quality in Education (QEd) Programme • Readiness for Work • UNCRC (United Nations Convention on the Rights of the Child) • Regional Workforce Planning & Skills Development • School Improvement • Schools Estate Planning & Resources Planning • Schools' Organisation & Performance • Partneriaith (regional working) Leaders Representative • City of Learning (COL) - Member of UNESCO COL (United Nations Educational, Scientific and Cultural Organization) Steering Group • Skills & Talent Project (City Deal) • Play Sufficiency (support HG with RFD)

Care Services (Cllr Louise Gibbard)	Well-being (Cllr Alyson Anthony)	Environment & Infrastructure (Cllr Andrew Stevens)	Investment, Regeneration, Events & Tourism (Cllr Robert Francis-Davies)
<ul style="list-style-type: none"> • Adult Social Services Transformation • Strategic Health & Social Care Collaboration Opportunities • Mental Health including CAHMS • Assessment / Care Management • Elderly Care • Housing Support Grant (AL/AA/HG) • Joint Equipment • Learning Disability • Physical & Sensory Impairments • Safeguarding policy lead • Preventing Violence against Women, Domestic Abuse & Sexual Violence (Support) • Child & Family Services • Family Support Service • CFS Residential Support • CFS Commissioning and Care Services • Continuum of Care • Families Information Service • Regional Adoption Service • Safe Looking After Children (LAC) Reduction Strategy • YOS (Youth Offending Service) • Leaders Representative on West Glamorgan RPB • Corporate Parenting policy 	<ul style="list-style-type: none"> • Wellbeing policy lead • Poverty Reduction policy lead • 3rd Sector Services • Drugs and substance misuse reduction • Sexual exploitation reduction • Preventing Violence against Women, Domestic Abuse & Sexual Violence policy lead (LG supports) • Refugees & Asylum • Community Cohesion • Flying Start • Lifelong learning • Vulnerable people support • Community Safety • Employability • Apprenticeships (Support with RFD/AL/LG) • Financial Inclusion • Prevention and intervention initiatives • Swansea Working • Welfare Reform • Welfare Rights • Public Space protection orders • Safer Swansea Partnership member • Public Service Board Representative • RPB (Regional Partnership Board) representative 	<ul style="list-style-type: none"> • Highways maintenance & improvements • Infrastructure repairs & Maintenance • Gritting services • Storm and adverse weather preparations • Pothole Task Force • Patch services • Parking Policy, Control and Enforcement • Road safety • Operational Public Transport Services • Coastal Defences • Flood prevention and management • Marina, Foreshore & Beach Maintenance • Active travel & cycleways • Estates Maintenance Management (Non HRA (Housing Revenue Account)) • Members Community Budget Scheme delivery • Play upgrade programme delivery (in collaboration with RFD) • Rural development • Food sustainability • CJC representative for regional Collaborations for Transport • Nature recovery & biodiversity policy lead (board member) 	<ul style="list-style-type: none"> • Business & City Promotion • City Centre Management • City Projects delivery • Future Development Opportunities • Inward Investment Opportunities • Suburban Centres & Community Regeneration Initiatives • New Local & Regional Business Opportunities • Economic recovery local business grant delivery • River Corridor Development • Events and attractions • Tourism • Purple Flag & Healthy night life • Destination Management • Marketing • Parks (all) • Play investment & support for play sufficiency (with RSm) • ERF (Economic Resilience Funds) grants for play enhancement lead • Sports Facilities development and maintenance • Universities Collaboration (Development) • Business engagement • Western Gateway Leader's Representative

Culture, Human Rights & Equalities (Cllr Elliott King)	Community – Services (Cllr Cyril Anderson)	Community – Support (Cllr Hayley Gwilliam)	Cabinet Assistants
<ul style="list-style-type: none"> • Equalities • Human Rights • Access to Services • Diversity & Inclusion • Recognition and naming • Creative City • The Arts • Galleries & Museums • Floating exhibits • Street Art and installations • Healthy City Partnership • Heritage protection and restoration • Local Service Hub(s) • Libraries • Archives • Community Centres • Community hubs • Veterans support fund • Armed Forces Covenant • War memorials • Fast track city 	<ul style="list-style-type: none"> • Community Caretakers (Non HRA) • Grass Cutting Services • Tree services • Green infrastructure • Wildflower planting • Weed control • Fly Tipping reduction and enforcement • Community ward operatives • Litter & Community Cleansing • Streetscene improvements • Waste Management • Waste fleet replacement • Waste collection transformation • Recycling • Regreening in communities • Community operatives (new) • Regreening in communities • Public Bin services • Public Toilets • Community Growing (inc. Allotments) • Nature recovery board member • Regional waste Collaboration representative 	<ul style="list-style-type: none"> • Activities to Promote Independence & Ageing Well • Age Friendly City • Early years inc. Child care expansion • Early help • Best Start in Life • Children & young people's rights • Disability Network Group • Mental Health awareness • Community Groups, well-being & events • Local Engagement & Development • Community Support Services • LAC Services • Co-production champion • Neighbourhood Working • Youth Inclusion & Youth Citizenships • Youth Services • Opportunities for play in communities • Play sufficiency (supported by RSm and RFD) • Community safety • Reducing Digital exclusion • Local policing 	<ul style="list-style-type: none"> • Councillor Mike Durke – Chair of Education & Skills Service Transformation Committee (Vice-Chair – Cllr Sam Pritchard) • Councillor Mandy Evans – Chair of Social Care & Tackling Poverty Service Transformation Committee (Vice-Chair - Cllr Patience Bentu) • Councillor Phil Downing – Chair of Economy & Infrastructure Service Transformation Committee (Vice-Chair – Cllr Ryland Doyle) • Councillor Rebecca Fogarty / Cllr Hannah Lawson (interim) – Chair of Climate Change & Nature Recovery Service Transformation Committee (Vice-Chair – Cllr Hannah Lawson / Cllr Mathew Jones Sub Vice-Chair)