

COUNCIL SUMMONS

You are hereby summoned to attend the Annual Meeting of the COUNCIL OF THE CITY AND COUNTY OF SWANSEA to be held in the Council Chamber, GUILDHALL on Tuesday, 19 May 2015 at 5.00 pm

The following business is proposed to be transacted:

1. **To elect the Presiding Member of Council for the 2015-2016 Municipal Year.**
2. **To elect the Deputy Presiding Member of Council for the 2015-2016 Municipal Year.**
3. **Apologies for Absence.**
4. **Disclosures of Personal and Prejudicial Interests.** 1 - 2
5. **Minutes.** 3 - 7
To approve and sign as a correct record the Minutes of the Ordinary meeting of Council held on 28 April 2015.
6. **To receive any announcement from the Chair of Council and / or Head of Paid Service.**
7. **To receive for information the names of Councillors that the Leader of the Council has chosen to be Members of the Cabinet.**
8. **Joint Report of the Monitoring Officer and the Head of Democratic Services.**
- 8.a Constitutional Matters 2015-2016: 8 - 34
 - Appoint Council Bodies;
 - Decide the Size of these Council Bodies;
 - Decide the Allocation of Seats to these Council Bodies;
 - Receive nominations and appoint Councillors to serve on these Council Bodies;
 - Councillors Handbook;
 - To reaffirm the adoption of the Council Constitution;
 - Programme of Ordinary Meetings of the Council and other Council Bodies for the ensuing Municipal Year.
9. **Report of the Cabinet Member for Transformation and Performance.**
- 9.a WLGA Peer Review Action Plan. (For Information) 35 - 80
10. **Common Seal.**
To authorise the affixing of the Common Seal to any document necessary to carry into effect any resolution passed or confirmed at this meeting.



Patrick Arran
Head of Legal, Democratic Services & Procurement
Civic Centre
Swansea
Wednesday, 6 May 2015
To: All Members of the Council

Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

Councillors

Councillors Interests are made in accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea. You must disclose orally to the meeting the existence and nature of that interest.

NOTE: You are requested to identify the Agenda Item / Minute No. / Planning Application No. and Subject Matter to which that interest relates and to enter all declared interests on the sheet provided for that purpose at the meeting.

1. If you have a **Personal Interest** as set out in **Paragraph 10** of the Code, you **MAY STAY, SPEAK AND VOTE** unless it is also a Prejudicial Interest.
2. If you have a Personal Interest which is also a **Prejudicial Interest** as set out in **Paragraph 12** of the Code, then subject to point 3 below, you **MUST WITHDRAW** from the meeting (unless you have obtained a dispensation from the Authority's Standards Committee)
3. Where you have a Prejudicial Interest you may attend the meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, **provided** that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise. In such a case, you **must withdraw from the meeting immediately after the period for making representations, answering questions, or giving evidence relating to the business has ended**, and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration (**Paragraph 14** of the Code).
4. Where you have agreement from the Monitoring Officer that the information relating to your Personal Interest is **sensitive information**, as set out in **Paragraph 16** of the Code of Conduct, your obligation to disclose such information is replaced with an obligation to disclose the existence of a personal interest and to confirm that the Monitoring Officer has agreed that the nature of such personal interest is sensitive information.
5. If you are relying on a **grant of a dispensation** by the Standards Committee, you must, before the matter is under consideration:
 - i) Disclose orally both the interest concerned and the existence of the dispensation; and
 - ii) Before or immediately after the close of the meeting give written notification to the Authority containing:

- a) Details of the prejudicial interest;
- b) Details of the business to which the prejudicial interest relates;
- c) Details of, and the date on which, the dispensation was granted; and
- d) Your signature

Officers

Financial Interests

1. If an Officer has a financial interest in any matter which arises for decision at any meeting to which the Officer is reporting or at which the Officer is in attendance involving any member of the Council and /or any third party the Officer shall declare an interest in that matter and take no part in the consideration or determination of the matter and shall withdraw from the meeting while that matter is considered. Any such declaration made in a meeting of a constitutional body shall be recorded in the minutes of that meeting. No Officer shall make a report to a meeting for a decision to be made on any matter in which s/he has a financial interest.
2. A "financial interest" is defined as any interest affecting the financial position of the Officer, either to his/her benefit or to his/her detriment. It also includes an interest on the same basis for any member of the Officers family or a close friend and any company firm or business from which an Officer or a member of his/her family receives any remuneration. There is no financial interest for an Officer where a decision on a report affects all of the Officers of the Council or all of the officers in a Department or Service.

CITY AND COUNTY OF SWANSEA

MINUTES OF THE COUNCIL

HELD AT THE GUILDHALL, SWANSEA ON TUESDAY,
28 APRIL 2015 AT 5.00 P.M.

PRESENT: Councillor D W W Thomas (Presiding Member) presided

Councillor(s):	Councillor(s):	Councillor(s):
J C Bayliss	P R Hood-Williams	D Phillips
J E Burtonshaw	B Hopkins	C L Philpott
M C Child	D H Hopkins	J A Raynor
R A Clay	L James	T H Rees
U C Clay	Y V Jardine	I M Richard
A C S Colburn	A J Jones	C Richards
D W Cole	J W Jones	P B Smith
A M Cook	M H Jones	R V Smith
S E Crouch	S M Jones	R J Stanton
J P Curtice	A S Lewis	R C Stewart
N J Davies	D J Lewis	D G Sullivan
A M Day	C E Lloyd	G J Tanner
P Downing	P Lloyd	C Thomas
C R Doyle	K E Marsh	C M R W D Thomas
W Evans	P M Matthews	M Thomas
E W Fitzgerald	P N May	L G Thomas
R Francis-Davies	P M Meara	L J Tyler-Lloyd
F M Gordon	H M Morris	G D Walker
J A Hale	J Newbury	L V Walton
J E C Harris	B G Owen	T M White
T G Hennigan	G Owens	N M Woollard
C A Holley		

220. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors P M Black, V M Evans, E T Kirchner and R D Lewis.

221. **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTEREST**

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

222. **MINUTES**

RESOLVED that the Minutes of the Ordinary Meeting of Council held on 31 March 2015 be approved as a correct record, subject to the following amendment: -

Minute No.218 – Councillors' Questions

Amend Councillor Question requiring a written response listed below to the following: -

(iv) Question 10 (4) – Councillor P M Meara asked:

What support does the Authority give to free debt advice organisations?

223. **ANNOUNCEMENTS OF THE PRESIDING MEMBER**

1) Lindsay Harvey, Chief Education Officer

The Presiding Member welcomed Lindsay Harvey, Chief Education Officer to his first Council meeting and wished him luck in his new role.

2) Condolences

a) Sergeant Louise Lucas, South Wales Police

The Presiding Member referred with sadness to the recent tragic death of Police Sergeant Louise Lucas on the Kingsway.

b) Thomas, son of Sharon Jones

The Presiding Member referred with sadness to the recent death of Thomas, son of Sharon Jones who has worked in Building Control for many years.

All present stood as a mark of respect and sympathy.

224. **URGENT ITEM**

The Presiding Member stated that pursuant to paragraph 100B (4)(b) of the Local Government Act 1972, he considered that the report of the Monitoring Officer should be considered as a matter of urgency.

Reason for Urgency

To ensure continuity of the statutory office due to an unforeseen absence.

Report on the Appointment of Interim Chief Social Services Officer

The Monitoring Officer presented a report to appoint an officer as Interim Chief Social Officer.

RESOLVED that David Howes be appointed Chief Social Services Officer until such time as Deborah Driffield returns to work, at which time the designation will revert immediately to her.

225. **ANNOUNCEMENTS OF THE LEADER OF THE COUNCIL**

1) **Condolences – Sergeant Louise Lucas, South Wales Police**

The Leader echoed the condolences of the Presiding Member when referring to the tragic death of Sergeant Louise Lucas, South Wales Police and informed Council that he had attended her funeral in Cardiff.

He referred to the Experimental Traffic Order and temporary barriers erected on the Kingsway and Westway to encourage pedestrians to cross the road in the correct places and to establish a more uniformed flow of traffic. He added that the measures were temporary and did not represent the long term development plan for the Kingsway.

2) **Sale of Surplus School Land**

The Leader stated that further to the announcement of the Cabinet Member for Education during Council budget discussions, he wished to confirm a freeze on the sale of surplus school land, subject to an ongoing review. The priority is for new schools to be built in the future.

3) **Blue Badge Scheme**

The Leader announced that the Authority would be ceasing with the Welsh Assembly Government toolkit and would be reverting back to the previous Welsh Assembly guidance. He paid tribute to the hard work of the staff involved in the change and said that the reason for the change was not a reflection on them.

4) **Marketing of Sites**

The Leader announced that five consortium bids had been shortlisted in respect of the Civic Centre and St David's sites. The proposals were very detailed and it was hoped to appoint a preferred developer in the autumn.

226. **PUBLIC QUESTIONS**

Questions were asked by members of the public. The Leader and relevant Cabinet Member responded accordingly.

227. **PUBLIC PRESENTATION**

There were none.

228. **MEMBERSHIP OF COMMITTEES**

There were no changes put forward to the membership of Committees/Outside Bodies.

229. **CONSULTATION ON THE WHITE PAPER "REFORMING LOCAL GOVERNMENT - POWER TO LOCAL PEOPLE" - CITY AND COUNTY OF SWANSEA RESPONSE**

The Chief Executive presented a report in order to agree a response to the consultation on the White Paper "Reforming Local Government - Power to Local People". A Briefing Paper on the proposals set out within the White Paper was attached at Appendix A. The Welsh Government had issued a consultation on the White Paper and had invited responses. The report set out the City and County of Swansea's response to the consultation.

The City and County of Swansea's response drew upon the Council's original response to the Williams Commission, commented on the role of Welsh Government and made the case for wider public service change. The Council's response to the Williams Commission was attached at Appendix B. A response by the Democratic Services Committee to relevant questions set out within the Welsh Government Consultation Document was attached at Appendix C. It was also proposed that Council fully supports the Welsh Local Government Association Response to the White Paper Consultation and a summary of this Response was attached at Appendix D.

RESOLVED that the Draft Response to the Consultation on the White Paper "Reforming Local Government - Power to Local People" be agreed.

230. **COUNCILLORS QUESTIONS**

(1) Part A "Supplementary Questions"

Nine (9) Part A "Supplementary Questions" were submitted. The relevant Cabinet Member(s) responded by way of written answers contained in the Council Summons.

Those supplementary questions requiring a written response are listed below:

(i) Question 1 - Councillor E W Fitzgerald asked:-

Would the Cabinet Member provide figures regarding the number of additional school pupils in Swansea when they are available?

The Cabinet Member for Education indicated that she would provide a written response when the information became available.

(ii) Question 2 - Councillor C A Holley asked:-

Would the Leader explain the figure regarding backlog maintenance?

The Leader indicated that he would provide a written response.

(2) Part B "Questions not requiring Supplementary Questions"

There were none.

231. **WRITTEN RESPONSES TO QUESTIONS ASKED AT THE LAST ORDINARY MEETING OF COUNCIL**

The Head of Legal, Democratic Services and Procurement submitted a For Information Report setting out the written responses to questions asked at the last Ordinary Meeting of Council held on 31 March 2015.

The meeting ended at 6.35 p.m.

CHAIR

Agenda Item 8.a

Joint Report of the Monitoring Officer and Head of Democratic Services

Annual Meeting of Council – 19 May 2015

CONSTITUTIONAL MATTERS 2015-2016

Purpose:	To inform Council of all necessary Constitutional matters which need attending to.
Policy Framework:	Council Constitution.
Reason for Decision:	To enable the efficient and lawful operation of Council.
Consultation:	Access to Services, Legal, Finance.
Recommendation(s)	It is recommended that:
1)	The Council Bodies and the Number of Seats allocated to them as listed in Appendix F be appointed for the Municipal Year 2015-2016;
2)	The following positions be paid a Civic Salary : <ul style="list-style-type: none"> • Lord Mayor; • Deputy Lord Mayor.
3)	The Civic Salary for the Lord Mayor be set at Band a) which the Independent Remuneration Panel for Wales (IRPW) has set at £24,000;
4)	The Civic Salary for the Deputy Lord Mayor be set at Band a) which the IRPW has set at £18,000;
5)	A Presiding Member and Deputy Presiding Member be established and that they Chair Council Meetings. These posts will not receive a Senior Salary;
6)	The following positions be paid a Senior Salary : <ul style="list-style-type: none"> • Leader of the Council; • Deputy Leader of the Council; • Cabinet Members x 8; • Chair of Business & Admin Cabinet Advisory Committee; • Chair of Communities Cabinet Advisory Committee; • Chair of Economy & Investment Cabinet Advisory Committee; • Chair of Engagement & Inclusion Cabinet Advisory Committee; • Chair of General Licensing Committee; • Chair of Planning Committee; • Chair of Scrutiny Programme Committee • Chair of Services Cabinet Advisory Committee.
7)	The terms of reference of the Planning Committee be added to as outlined in Appendix E ;

8)	The Independent Remuneration Panel for Wales (IRPW) determination that the Leader of the Largest Opposition Political Group must be paid a Senior Salary (subject to the 10% rule) be noted;
9)	The Committees listed in Appendix C be exempted by Council from the Local Government (Committees and Political Groups) Regulations 1990 for the Municipal Year 2015-2016 in order to allow greater representation from the Opposition Political Groups;
10)	Councillors be allocated to serve on Council Bodies in line with the nominations received from the Political Groups;
11)	The adoption of the Council Constitution which may be viewed at www.swansea.gov.uk/constitution be reaffirmed including any amendments made at this meeting;
12)	The Council Bodies Diary 2015-2016 as listed in Appendix G be confirmed and adopted;
13)	Councillor Paul M Meara be re-elected as Chair of the Democratic Services Committee;
14)	Those Co-opted Members eligible for Co-opted Member payments be paid a maximum of 20 full days per Municipal Year;
15)	The Councillors Handbook which may be viewed at www.swansea.gov.uk/CllrsHandbook be reaffirmed subject to any necessary changes being made by the Head of Democratic Services following Council's decision to create a single Planning Committee;
16)	Any consequential amendments to the Council Constitution and / or Councillors as a result of this report be carried out.
Report Author: Huw Evans Finance Officer: Carl Billingsley Legal Officer: Patrick Arran Access to Services Officer: Euros Owen	

1. Introduction

- 1.1 In dealing with the discharge of its business the Council operates within a legal framework established by the Local Government Act 1972, the Local Government and Housing Act 1989, the Local Government Act 2000, the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007, the Local Government (Wales) Measure 2011 and other relevant legislation ("the legislation"). In addition the Independent Remuneration Panel for Wales (IRPW) determines the remuneration available to Councillors.

1.2 This report seeks to address the requirements of the legislation and the Council Constitution in one report.

2. Independent Remuneration Panel (IRPW) for Wales

2.1 The IRPW Annual Report of February 2015 sets out the new framework for Councillor and Co-opted Member remuneration for 2015-2016. The IRPW determinations have been subsumed into this report.

2.2 The IRPW determined that 19 of the 72 City and County of Swansea Councillors are eligible to receive a Senior Salary payment.

2.3 The IRPW determined that Authorities are permitted to pay a Civic Salary to the Civic Head & Deputy Civic Head (Lord Mayor and Deputy Lord Mayor). These payments do not count towards the 19 permitted Senior Salaries. A Councillor may not be in receipt of both payments.

2.4 The IRPW also determined that each Council must decide whether or not to remunerate the Civic Head and the Deputy Civic Head and if it agrees to remunerate them at what level they should be remunerated at from the Civic Salary Band set out below:

Remuneration of Civic Heads and Deputy Civic Heads (Inclusive of Basic Salaries)		
	Civic Heads	Deputy Civic Heads
a)	£24,000	£18,000
b)	£21,500	£16,000
c)	£19,000	£14,000

2.5 Prior to deciding whether or not and / or at what level the Civic Heads should be remunerated, the question 'Who should Chair Council?' needs to be addressed.

2.6 The Local Government (Democracy) (Wales) Act 2013 allows Councils to appoint an additional post of Presiding Member whose role it will be to Chair meetings of the whole Council. Where appointed, there would be a consequential reduction in the responsibilities of the respective Civic Head.

2.7 As such the Authority must decide whether to appoint a Presiding Member to Chair Council or to allow the Civic Head to do so. This decision will impact on the level that the remuneration of the Civic Head / Deputy Civic Head is set at.

2.8 If a Presiding Member is appointed, and if Council resolves to remunerate the post then the position would be paid at a Band 3 Senior Salary Level in line with the Committee Chairs. If remunerated, this would count towards the maximum allowed of 19 Senior Salaries.

- 2.9 The Authority may also appoint a Deputy Presiding Member; however this post would not be remunerated.
- 2.10 The Annual Meeting of Council held on 9 May 2014 resolved to appoint a Presiding Member and a Deputy Presiding Member. Council is asked to review that decision and to determine whether to continue with a Presiding Member or not.
- 2.11 The IRPW have prescribed actual payment levels for Basic Salary, Civic Salary and Senior Salary. The prescribed levels for the salaries are outlined in **Appendix A** to this report.
- 2.12 The IRPW state that each Council should decide whether to pay Civic / Senior Salaries. It is proposed that the following be paid Civic / Senior Salaries:

a) **Civic Salaries**

i)	Lord Mayor;
ii)	Deputy Lord Mayor.

b) **Senior Salaries**

i)	Leader of the Council;
ii)	Deputy Leader of the Council;
iii)	Cabinet Members x 8 ;
iv)	Chair of Business & Admin Cabinet Advisory Committee;
v)	Chair of Communities Cabinet Advisory Committee;
vi)	Chair of Economy & Investment Cabinet Advisory Committee;
vii)	Chair of Engagement & Inclusion Cabinet Advisory Committee;
viii)	Chair of General Licensing Committee;
ix)	Chair of Planning Committee;
x)	Chair of Scrutiny Programme Committee;
xi)	Chair of Services Cabinet Advisory Committee.

- 2.13 The IRPW Annual Report – February 2014 determined that a Council **must** pay a Senior Salary to the Leader of the Largest Opposition Political Group subject to them having 10% or more of the total number of Council seats in their Political Group.
- 2.14 The IRPW have prescribed the Fees for Co-opted Member (with Voting Rights) of Local Authorities. These are outlined in **Appendix B** to this report.

3. Annual Meeting of Council

- 3.1 The Authority's Council Constitution which is based on legislation outlines what needs to be considered at the Annual Meeting of Council (Council Procedure Rule 8). This report seeks to address those requirements.

4. Political Balance / Committee Proportionality

- 4.1 Council is required to decide the allocation of seats to Political Groups in accordance with the Political Balance Rules contained in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 (SI 1553/90) as amended. A simple explanation of these rules was presented to the Annual Meeting of Council on 24 May 2012.
- 4.2 The Standards Committee is exempt from the above legislation as outlined in Section 12 "Allocation of seats to Political Groups" of the Standards Committee (Wales) Regulations 2001.
- 4.3 The Ruling Group of the Authority have liaised with the Head of Democratic Services in order to outline its view on the structure and size of the Council Bodies. Based on this guidance, relevant proportional calculations have been made by the Democratic Services Team and those calculations have been shared with all other Political Groups. This process culminates with this report to Council seeking approval to the structure and size of Council Bodies.

5. Appointment of Committees and Other Council Bodies and their Sizes

- 5.1 The Council Bodies and the Number of Seats allocated to them (in accordance with Political Balance Rules contained in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 (SI 1553/90) as amended are listed in **Appendix F**. It is proposed that these Council Bodies be established.
- 5.2 Should any changes be made to the size of these Council Bodies then it will necessitate the recalculation of Political Balance.
- 5.3 A number of Committees are exempted from the Local Government (Committees and Political Groups) Regulations 1990 as they are covered by separate legislation. Council also has the right to exempt a Committee from the legislation providing that it has the unanimous backing of all Councillors voting at the meeting. A list outlining such bodies is shown at **Appendix C**.

6. Allocation of Councillors to the Council Bodies

- 6.1 Councillors be allocated to serve on Council Bodies in line with the nominations received from the Political Groups.

7. Democratic Services Committee

- 7.1 The Local Government (Wales) Measure 2011 (The Measure) states that a Democratic Services Committee and Chair must be appointed by Council. It also states that the Council shall appoint an Opposition Member to Chair the Committee.
- 7.2 The Leader of the Council shall not sit on this Committee. No more than one Cabinet Member shall sit on this Committee. Co-opted Members are not allowed to sit on this Committee.
- 7.3 Councillor Paul M Meara is the current Chair of the Democratic Services Committee and it is proposed that he be re-appointed in that role.

8. Council Bodies Diary 2015-2016

- 8.1 Section 6 "Timing of Council Meetings" of the Local Government (Wales) Measure 2011 places a duty on Authority's to conduct a survey of its Councillors in relation to the timing of its Meetings. The Measure states that such a survey should be undertaken at least once in each Council term.
- 8.2 The Authority carried out an online Councillors Survey between May and June 2012. The results of this survey were presented to Council on 14 June 2012.
- 8.3 The Leader of the Council made a commitment in 2012 that Council Meetings should be more accessible to members of the public.
- 8.4 The Councillors Survey and the Leader of the Council's commitment were considered in preparing the Council Bodies Diary. The Council Bodies Diary 2015-2016 is shown as **Appendix G**.
- 8.5 A table showing the Approximate Frequency Cycle of Council Bodies is shown at **Appendix D**.

9. Additions to the Planning Committee Terms of Reference

- 9.1 It is proposed not to re-establish the Local Development Plan (LDP) advisory Group and to add the relevant parts of its terms of reference to that of the Planning Committee. The relevant parts are outlined in **Appendix E**.

10. Member Champions

- 10.1 Member Champions exist to provide a voice for traditionally underrepresented groups, or issues which need to be kept at the forefront of Council business although they may not be the responsibility of any individual or Committee.
- 10.2 Member Champions, (sometimes called Lead Members or Councillor Champions) in addition to their other Council responsibilities make sure that the issue or group that they are championing are taken into account when Council policy is being developed and decisions are made. Further information relating to Member Champions may be found within the 'Member Champions' report that was presented to Council on 17 January 2013.
- 10.3 Member Champions are appointed by the Leader of the Council. It is deemed best practice that the Leader of the Council informs Council of whom he has appointed to the Member Champion roles.
- 10.4 The current list of Member Champions and their associated topic areas as appointed by the Leader of the Council is as follows:

Member Champion Area	Responsible Councillor
Armed Forces	June E Burtonshaw
Biodiversity	Mark C Child
Carers	Paulette B Smith
Children and Young People (Lead Member for Children and Young People's Services – As defined by the Children Act 2004)	Christine Richards
Councillor Support and Development	Clive E Lloyd
Disabled People	Paul Lloyd
Diversity	Erika T Kirchner
Domestic Abuse	Erika T Kirchner
Gender, Gender Reassignment and Sexual Orientation	John C Bayliss
Health and Wellbeing	Jane E C Harris
Healthy Cities	Mark C Child
Language (including Welsh)	Paul M Meara
Older People	Jan P Curtice
Race, Religion, Belief and Heritage	Yvonne V Jardine
United Nations Convention on the Rights of the Child (UNCRC)	

11. Co-opted Members

- 11.1 It is proposed to maintain payments to Co-opted Members at a maximum of 20 full days payments per Municipal Year.

12. Councillors Handbook

- 12.1 The Councillors Handbook provides a one stop guidance document for Councillors. The Handbook contains sections on Financial Information, Support Services, Protocols and Role Descriptions.
- 12.2 The Councillors Handbook needs to be reaffirmed annually by Council. It may be viewed at www.swansea.gov.uk/CllrsHandbook
- 12.3 It is proposed that the Councillors Handbook be reaffirmed subject to any necessary changes being made by the Head of Democratic Services following the decision to create a single Planning Committee.

13. Appointment of Chairs & Vice Chairs

- 13.1 Following the close of the Annual Meeting of Council, a number of Committees shall meet in order to conduct the business of electing Chairs and Vice Chairs to these Committees.

14. Equality and Engagement Implications

- 14.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

15. Financial Implications

- 15.1 All financial impacts of this report are contained within existing budgets.

16. Legal Implications

- 16.1 There are no legal implications associated with this report other than those identified within it.

Background Papers: None

Appendices:

Appendix A	Actual Payment Levels for Basic Salary, Civic Salary and Senior Salary (Group A Council's) as Prescribed by the IRPW – February 2015.
Appendix B	Fees for Co-opted Member (with Voting Rights) of Local Authorities as Prescribed by the IRPW – February 2015.
Appendix C	Proposed Exemption from Committee Balance Rules.
Appendix D	Approximate Frequency of Meetings.
Appendix E	Additions to the Planning Committee Terms of Reference.
Appendix F	Council Bodies & Number of Seats Allocated to them 2015-2016.
Appendix G	Council Bodies Diary 2015-2016.

Appendix A

Actual Payment Levels for Basic Salary, Civic Salary and Senior Salary (Group A Councils) as Prescribed by the IRPW – February 2015

Basic Salary	£13,300
Senior Salaries (inclusive of Basic Salary)	
Band 1	
Leader of the Council	£53,000
Deputy Leader of the Council	£37,000
Band 2	
Executive Member (Cabinet Member)	£32,000
Band 3	
Committee Chairs	£22,000
Band 4	
Leader of the Largest Opposition Political Group *1	£22,000
Band 5	
Leader of Other Political Groups *2	£17,000
Civic Salaries (inclusive of Basic Salary) *3	
Civic Head (Mayor / Chair of Council) – Band a	£24,000
Deputy Civic Head (Deputy Mayor / Vice Chair of Council) – Band a	£18,000

Note:

- *1 **Leader of the Largest Opposition Political Groups** – They are only entitled to a Senior Salary if they have 10% or more of the total number of Council seats in their Political Group. If the 10% rule is achieved then the payment is automatic.

- *2 **Leaders of the Other Political Groups** – They are only entitled to a Senior Salary if they have 10% or more of the total number of Council seats in their Political Group and Council resolve to remunerate them.

- *3 **Civic Head / Deputy Civic Head** – The IRPW have clearly stated that the Lord Mayor / Deputy Lord Mayor of the City and County of Swansea must be the Civic Head / Deputy Civic Head. This means that the Chair of Council / Vice Chair of Council shall not be allowed a Civic Salary or a Senior Salary.

Appendix B

Fees for Co-opted Member (with Voting Rights) of Local Authorities As Prescribed by the IRPW – February 2015

Chair of Standards Committee and Chair of Audit Committee	4 Hours and Over	£256
	Up to 4 Hours	£128
Ordinary Members of Standards Committee who also Chair Standards Committee for Community and Town Councils	4 Hours and Over	£226
	Up to 4 Hours	£113
Ordinary Members of Standards Committee; Education Scrutiny Committee; Crime and Disorder Scrutiny Committee and Audit Committee	4 Hours and Over	£198
	Up to 4 Hours	£99

Appendix C

Proposed Exemption from Committee Balance Rules

1. A number of Committees are exempt from the Local Government (Committees and Political Groups) Regulations 1990 as they are covered by other separate legislation. Council also has the right to exempt a Committee from the legislation providing that it has the unanimous backing of all Councillors voting at the meeting. The following is a list of the Committees covered by separate legislation together with a reference to that legislation and those proposed to be exempted by Council.
 - 1.1 **Chief Executive's Appraisal and Remuneration Committee.** Council is asked to exempt this from the Committee Balance Rules in order to ensure that each Political Group Leader is represented on it.
 - 1.2 **Standards Committee.** This is made up of 5 Independent Members and 4 Councillors. By virtue of Section 53 (10) of the Local Government Act 2000 a Standards Committee and the Standards Committees (Wales) Regulations 2001, the Standards Committee is not required to comply with Section 15 of the Local Government and Housing Act 1989 (duty to allocate seats to Political Groups).
 - 1.3 **Community / Town Councils Forum.** Council is asked to exempt this from the Committee Balance Rules in order to ensure that only the Cabinet Members and Chairs of Planning Committee and General Licensing Committee are represented on it.
 - 1.4 **Corporate Parenting Forum.** Council is asked to exempt this from the Committee Balance Rules in order to ensure that a representative of each Political Group is represented on it.
 - 1.5 **Gypsy Traveller Liaison Forum.** Council is asked to exempt this from the Committee Balance Rules in order to ensure that a representative of each Political Group is represented on it.
 - 1.6 **Student Liaison Forum.** Council is asked to exempt this from the Committee Balance Rules in order to ensure that the Relevant Cabinet Member and the Councillors from the following Electoral Divisions Castle, Gorseinon, Killay North, Kingsbridge, Loughor Lower, Loughor Upper, Oystermouth, Sketty, St. Thomas, Townhill and Uplands are represented on it.
 - 1.7 **Constitution Working Group.** Council is asked to exempt this from the Committee Balance Rules in order to ensure that the Presiding Member and each Political Group Leader and Deputy is represented on it.

Approximate Frequency of Meetings

a) 6 Monthly

- Community / Town Councils Forum;
- Local Pensions Board.

b) 3 Monthly Cycle

- Armed Forces Community Covenant Signatories Panel;
- Democratic Services Committee;
- Gower AONB Partnership Group;
- Pension Fund Committee;
- Standards Committee;
- West Glamorgan Archives Committee.

c) 2 Monthly Cycle

- Audit Committee;
- Corporate Parenting Forum;
- External Funding Panel;
- Joint Consultative Committee.

d) Monthly Cycle

- Council;
- Cabinet;

- Business & Admin CAC;
- Communities CAC;
- Economy & Investment CAC;
- Engagement & Inclusion CAC;
- General Licensing Committee;
- Planning Committee;
- Local Authority (LA) Governor Panel;
- Services CAC;
- Scrutiny Programme Committee.

e) Other Cycle

Not all Council Bodies are listed in the cycles above. This is often due to the fact that these bodies are simply called on an ad hoc basis.

Appendix E

Additions to the Planning Committee Terms of Reference

The following are to be added to the Terms of Reference of the Planning Committee:

5. Monitor the progress of Local Development Plan (LDP) delivery and performance;
6. Examine the process of LDP preparation and advise upon improving reporting mechanisms;
7. Consider ways to promote / encourage sustainable development;
8. Consider in detail proposals for inclusion in the LDP and be able to report upon their findings;
9. Consider the preparation of Supplementary Planning Guidance (SPG) in support of the LDP;
10. Advise on methods of helping facilitate improved community involvement;
11. Improve linkages with other Council plans and strategies;
12. Ensure equality and diversity issues pertaining to these matters are addressed;
13. Provide a link to the political party groups to enable the views of all Councillors to inform the development of the LDP.

Council Bodies & Number of Seats Allocated To Them 2015-2016

Appendix F

Body	Seats	Comments	Status
Council	72	Not Part of PR Calculations	
Cabinet	10	Not Part of PR Calculations	SS
Committees			
Appeals & Awards	7		
Appointments	12		
Audit	12	Chaired by an Independent Person	
Chief Exec Appraisal & Remuneration	X	Not Part of PR. Membership is 8. Leader & Deputy Leader of the Council, 3 other Labour, All other Political Group Leaders (Lib Dem, Ind and Con).	XPR
Chief Officers Disciplinary	12	All Political Groups must be represented on this (CCS Rule)	
Chief Officers Disciplinary Appeals	12	All Political Groups must be represented on this (CCS Rule)	
Democratic Services	12	Chair must be an Opposition Councillor and appointed by Council.	
Family Absence Complaints		As per Council of 12 August 2014	
Business & Admin CAC	13		SS
Communities CAC	13	Membership is 9. Labour, 2 Liberal Democrats, 1 Independent and 1	SS
Economy & Investment CAC	13	Conservative. Opposition Councillors have not submitted any Councillor	SS
Engagement & Inclusion CAC	13	names.	SS
Services CAC	13		SS
JCC	7		
General Licensing	12		SS
General Licensing Sub	X	Membership is 3. Drawn proportionally from General Licensing Cttee.	
Statutory Licensing	12		
Statutory Licensing Sub	X	Membership is 3. Drawn proportionally from Statutory Licensing Cttee.	
Pension Fund	6	Chaired by the Finance & Strategy Cabinet Member	
Planning	12		SS
Scrutiny Programme	16		SS
Standards	X	There is no requirement for this Committee to be Proportional as outlined in the Standards Committee (Wales) Regulations 2001.	XPR
Community / Town Councils Standards Sub	0		
West Glamorgan Archives	5	Independent Chair	
Panels, Forums, Groups etc			
Admissions Panel	6		
Armed Forces Community Covenant	1	Armed Forces Member Champion	
Signatories Panel			XPR
Challenge Panel	12	Must contain Leader of Largest Opposition Political Group (Chair) and Leader of the Second Largest Political Group (Vice Chair).	
External Funding Panel	10	This is a Cabinet Body. All Cabinet Members to have a vote.	XPR
LA Governor Panel	12	Independent Chair	
Standards Cttee Vacancy Panel	3		
Trustees Panel	17		
West Wales Valuation Tribunal Joint	2		
Appointments Panel			
Community / Town Councils Forum	X	Not Part of PR. Membership is 12. All Cabinet Members, Chair of Planning and Chair of General Licensing.	XPR
Corporate Parenting Forum	X	Not Part of PR. Membership is 10. 7 Labour, 1 Lib Dem, 1 Ind & 1 Con.	XPR
Gower AONB Partnership Group	6	Chaired by Chair of Planning Committee	
Sustainable Development Fund Panel	2	Chaired by Chair of Planning Committee	
Sustainable Development Fund Appeal Panel	1		
Gypsy Traveller Liaison Forum	X	Not Part of PR. Membership is 8. 5 Labour, 1 Lib Dem, 1 Ind & 1 Con.	XPR
Swansea Student Liaison Forum (SSLF)	X		XPR
SLF Residents Group Meeting	X	Not Part of PR. Membership is 23. Based on the Relevant Cabinet Member and the Cllrs that have student issues within their Electoral Division.	XPR
Constitution Working Group	X	Not Part of PR. Membership is 9. Presiding Member, Leader & Deputy Leader of the Council and All other Political Group Leaders and Deputy Leaders.	XPR
Development Advisory Group (DAG)	3	This is a Cabinet Body.	XPR
Social Services Rota Visits Group	15		
Local Pension Board		Names to be submitted following ongoing discussions.	

Senior Salaries - Cttees that attract Senior Salaries are Marked with SS in final column

Bodies exempt from Proportionality, don't form part of the "Total Number of Seats Calculations". Marked by Shading and by XPR in final column

May 2015

May 2015							June 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28
							29	30					

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	27 Apr	28	29	30	1 May	2	3
27 Apr - 3 May							
	4	5	6	7	8	9	10
4 - 10 May	May Day Bank Holiday			Parliamentary Election			
	11	12	13	14	15	16	17
11 - 17 May		16:00 17:00 Cabinet		10:00 11:00 General Licensing	14:00 14:30 Ceremonial Meeting of Council		
	18	19	20	21	22	23	24
18 - 24 May		17:00 17:30 Annual Meeting of Council					
	25	26	27	28	29	30	31
25 - 31 May	Spring Bank Holiday	School Half Term					

June 2015

June 2015							July 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7	6	7	8	9	10	11	12
8	9	10	11	12	13	14	13	14	15	16	17	18	19
15	16	17	18	19	20	21	20	21	22	23	24	25	26
22	23	24	25	26	27	28	27	28	29	30	31		
29	30												

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1 - 7 Jun	1 Jun	2	3	4	5	6	7
	09:30 10:30 Corporate Parenting Forum 14:00 17:00 Special Planning Committee	10:30 12:30 JCC 14:00 15:00 Communities CAC	11:00 12:00 Business & Administration CAC 15:30 17:00 External Funding Panel	10:00 13:00 Special Planning Committee	09:30 10:30 Standards Committee		
8 - 14 Jun	8	9	10	11	12	13	14
	10:00 13:00 Special Planning Committee 16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	10:00 13:00 Special Planning Committee	10:00 11:00 General Licensing		
15 - 21 Jun	15	16	17	18	19	20	21
		14:00 16:00 Audit Committee 17:00 18:00 Democratic Services Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet	11:00 12:00 West Glamorgan Archives Committee		
22 - 28 Jun	22	23	24	25	26	27	28
	14:00 15:00 Services CAC	Special Planning Commi	14:00 15:00 Armed Forces Covenant	14:00 15:00 LA Governor Panel 17:00 19:00 Council			
29 Jun - 5 Jul	29	30	1 Jul	2	3	4	5
	19:00 20:00 Gower AONB Partnership Group (Annual Meeting)	10:00 13:00 Special Planning Committee					

July 2015

July 2015							August 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
6	7	1	2	3	4	5	3	4	5	6	7	1	2
13	14	8	9	10	11	12	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28	29	30
							31						

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	29 Jun	30	1 Jul	2	3	4	5
29 Jun - 5 Jul			11:00 12:00 Business & Administration CAC	10:00 10:30 Pension Fund			
	6	7	8	9	10	11	12
6 - 12 Jul			16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
	13	14	15	16	17	18	19
13 - 19 Jul	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet			
	20	21	22	23	24	25	26
20 - 26 Jul	17:00 19:00 Community / Town Council Forum	09:30 11:00 Local Pension Board		14:00 15:00 LA Governor Panel 17:00 19:00 Council			
	27	28	29	30	31	1 Aug	2
27 Jul - 2 Aug	14:00 15:00 Services CAC						

August 2015

August 2015							September 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	27 Jul	28	29	30	31	1 Aug	2
27/7 - 1/8							
3 - 8/8	3	4	5	6	7	8	9
	09:30 10:30 Corporate Parenting Forum	10:30 12:30 JCC	11:00 12:00 Business & Administration CAC 15:30 17:00 External Funding Panel				
Page 25	10	11	12	13	14	15	16
10/8 - 25/8	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
17 - 22/8	17	18	19	20	21	22	23
		14:00 16:00 Audit Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet			
24 - 29/8	24	25	26	27	28	29	30
	14:00 15:00 Services CAC			14:00 15:00 LA Governor Panel 17:00 19:00 Council			
31/8 - 5/9	31	1 Sep	2	3	4	5	6
	Bank Holiday						

September 2015

September 2015							October 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
	1	2	3	4	5	6				1	2	3	4
7	8	9	10	11	12	13	5	6	7	8	9	10	11
14	15	16	17	18	19	20	12	13	14	15	16	17	18
21	22	23	24	25	26	27	19	20	21	22	23	24	25
28	29	30					26	27	28	29	30	31	

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	31 Aug	1 Sep	2	3	4	5	6
31 Aug - 6 Sep			11:00 12:00 Business & Administration CAC		09:30 10:30 Standards Committee		
	7	8	9	10	11	12	13
7 - 13 Sep		14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
	14	15	16	17	18	19	20
14 - 20 Sep	16:30 17:30 Scrutiny Programme Committee	17:00 18:00 Democratic Services Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet	11:00 12:00 West Glamorgan Archives Committee		
	21	22	23	24	25	26	27
21 - 27 Sep			14:00 15:00 Armed Forces Covenant	10:00 10:30 Pension Fund 14:00 15:00 LA Governor Panel 17:00 19:00 Council			
	28	29	30	1 Oct	2	3	4
28 Sep - 4 Oct	14:00 15:00 Services CAC 19:00 20:00 Gower AONB Partnership Group						

October 2015

October 2015							November 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
							30						

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	28 Sep	29	30	1 Oct	2	3	4
28 Sep - 4 Oct							
	5	6	7	8	9	10	11
5 - 11 Oct	09:30 10:30 Corporate Parenting Forum	10:30 12:30 JCC	11:00 12:00 Business & Administration CAC 15:30 17:00 External Funding Panel	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
	12	13	14	15	16	17	18
12 - 18 Oct	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	16:00 17:30 Cabinet			
	19	20	21	22	23	24	25
19 - 25 Oct		14:00 16:00 Audit Committee	17:00 18:30 Economy & Investment CAC	14:00 15:00 LA Governor Panel 17:00 19:00 Council			
	26	27	28	29	30	31	1 Nov
26 Oct - 1 Nov	14:00 15:00 Services CAC	School Half Term					

November 2015

November 2015							December 2015						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
2	3	4	5	6	7	8	7	8	9	10	11	12	13
9	10	11	12	13	14	15	14	15	16	17	18	19	20
16	17	18	19	20	21	22	21	22	23	24	25	26	27
23	24	25	26	27	28	29	28	29	30	31			
30													

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	26 Oct	27	28	29	30	31	1 Nov
26 - 31/10							
	2	3	4	5	6	7	8
2 - 7/11			11:00 12:00 Business & Administration CAC				
	9	10	11	12	13	14	15
8 - 14/11	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
	16	17	18	19	20	21	22
16 - 21/11			17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet			
	23	24	25	26	27	28	29
23 - 28/11	14:00 15:00 Services CAC			14:00 15:00 LA Governor Panel 17:00 19:00 Council			
	30	1 Dec	2	3	4	5	6
30/11 - 5/12							

December 2015

December 2015							January 2016						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
	1	2	3	4	5	6					1	2	3
7	8	9	10	11	12	13	4	5	6	7	8	9	10
14	15	16	17	18	19	20	11	12	13	14	15	16	17
21	22	23	24	25	26	27	18	19	20	21	22	23	24
28	29	30	31				25	26	27	28	29	30	31

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	30 Nov	1 Dec	2	3	4	5	6
30 Nov - 6 Dec		10:30 12:30 JCC	11:00 12:00 Business & Administration CAC 15:30 17:00 External Funding Panel		09:30 10:30 Standards Committee		
	7	8	9	10	11	12	13
7 - 13 Dec	09:30 10:30 Corporate Parenting Forum	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC 16:00 17:30 Cabinet	10:00 11:00 General Licensing		
	14	15	16	17	18	19	20
14 - 20 Dec	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Audit Committee 17:00 18:00 Democratic Services Committee	17:00 18:30 Economy & Investment CAC	10:00 10:30 Pension Fund 14:00 15:00 LA Governor Panel 17:00 19:00 Council	11:00 12:00 West Glamorgan Archives Committee		
	21	22	23	24	25	26	27
21 - 27 Dec	14:00 15:00 Services CAC 19:00 20:00 Gower AONB Partnership Group	School Holidays - Christmas			14:00 15:00 Armed Forces Covenant	Christmas Day	
	28	29	30	31	1 Jan 16	2	3
28 Dec - 3 Jan	Bank Holiday	Extra Statutory Holiday	School Holidays - Christmas				

January 2016

January 2016							February 2016						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	28 Dec	29	30	31	1 Jan 16	2	3
28 Dec - 3 Jan					Bank Holiday		
	4	5	6	7	8	9	10
4 - 10 Jan			11:00 12:00 Business & Administration CAC		10:00 11:00 General Licensing		
	11	12	13	14	15	16	17
11 - 17 Jan	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC			
	18	19	20	21	22	23	24
18 - 24 Jan	17:00 19:00 Community / Town Council Forum	09:30 11:00 Local Pension Board	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet			
	25	26	27	28	29	30	31
25 - 31 Jan	14:00 15:00 Services CAC			14:00 15:00 LA Governor Panel 17:00 19:00 Council			

February 2016

February 2016							March 2016						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7	7	1	2	3	4	5	6
8	9	10	11	12	13	14	14	15	16	17	18	19	20
15	16	17	18	19	20	21	21	22	23	24	25	26	27
22	23	24	25	26	27	28	28	29	30	31			
29													

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1 - 7 Feb	1 Feb	2	3	4	5	6	7
	09:30 10:30 Corporate Parenting Forum	10:30 12:30 JCC	11:00 12:00 Business & Administration CAC 15:30 17:00 External Funding Panel				
8 - 14 Feb	8	9	10	11	12	13	14
	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
15 - 21 Feb	15	16	17	18	19	20	21
		14:00 16:00 Audit Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet			
22 - 28 Feb	22	23	24	25	26	27	28
	14:00 15:00 Services CAC			14:00 15:00 LA Governor Panel 17:00 19:00 Council			
29 Feb - 6 Mar	29	1 Mar	2	3	4	5	6

March 2016

March 2016							April 2016						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
	1	2	3	4	5	6					1	2	3
7	8	9	10	11	12	13	4	5	6	7	8	9	10
14	15	16	17	18	19	20	11	12	13	14	15	16	17
21	22	23	24	25	26	27	18	19	20	21	22	23	24
28	29	30	31				25	26	27	28	29	30	

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	29 Feb	1 Mar	2	3	4	5	6
29 Feb - 6 Mar			11:00 12:00 Business & Administration CAC		09:30 10:30 Standards Committee		
	7	8	9	10	11	12	13
7 - 13 Mar		14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	10:00 10:30 Pension Fund 14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
	14	15	16	17	18	19	20
14 - 20 Mar	16:30 17:30 Scrutiny Programme Committee	17:00 18:00 Democratic Services Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet	11:00 12:00 West Glamorgan Archives Committee		
	21	22	23	24	25	26	27
21 - 27 Mar	14:00 15:00 Services CAC 19:00 20:00 Gower AONB Partnership Group		14:00 15:00 Armed Forces Covenant	14:00 15:00 LA Governor Panel 17:00 19:00 Council	Good Friday		
	28	29	30	31	1 Apr	2	3
28 Mar - 3 Apr	Easter Monday	School Holidays - Easter					

April 2016

April 2016							May 2016						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
4	5	6	7	8	9	10	2	3	4	5	6	7	8
11	12	13	14	15	16	17	9	10	11	12	13	14	15
18	19	20	21	22	23	24	16	17	18	19	20	21	22
25	26	27	28	29	30		23	24	25	26	27	28	29
							30	31					

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	28 Mar	29	30	31	1 Apr	2	3
28 Mar - 3 Apr					School Holidays - Easter		
	4	5	6	7	8	9	10
4 - 10 Apr	School Holidays - Easter						
	09:30 10:30 Corporate Parenting Forum	10:30 12:30 JCC	11:00 12:00 Business & Administration CAC 15:30 17:00 External Funding Panel		10:00 11:00 General Licensing		
	11	12	13	14	15	16	17
11 - 17 Apr	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC			
	18	19	20	21	22	23	24
18 - 24 Apr		14:00 16:00 Audit Committee	17:00 18:30 Economy & Investment CAC	16:00 17:30 Cabinet			
	25	26	27	28	29	30	1 May
25 Apr - 1 May	14:00 15:00 Services CAC			14:00 15:00 LA Governor Panel 17:00 19:00 Council			

May 2016

May 2016							June 2016						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	25 Apr	26	27	28	29	30	1 May
25 - 30/4							
	2	3	4	5	6	7	8
2 - 7/5	May Day		11:00 12:00 Business & Administration CAC	National Assembly Wales			
	9	10	11	12	13	14	15
7/5 - 12/5	16:30 17:30 Scrutiny Programme Committee	14:00 16:00 Planning Committee	16:00 17:30 Engagement & Inclusion CAC	14:00 15:00 Communities CAC	10:00 11:00 General Licensing		
	16	17	18	19	20	21	22
16 - 21/5				16:00 18:00 Annual Meeting of Council	14:00 16:00 Ceremonial Meeting of Council		
	23	24	25	26	27	28	29
23 - 28/5							
	30	31	1 Jun	2	3	4	5
30/5 - 4/6	Bank Holiday	School Half Term					

Report of the Cabinet Member for Transformation and Performance

Annual Council – 19 May 2015

WLGA PEER REVIEW ACTION PLAN

Purpose:	To report the Action Plan and progress to date in response to the WLGA Peer Review.
Report Author:	Dean Taylor
Finance Officer:	Mike Hawes
Legal Officer:	Patrick Arran
Access to Services Officer:	Euros Owen
FOR INFORMATION	

1.0 Introduction

- 1.1 The Welsh Local Government Association (WLGA) peer review for Swansea took place between 29 September and 1 October 2014. Three key areas of focus were agreed for the Peer Review:

Governance	The effectiveness of our internal arrangements in providing sound, robust and transparent governance for our changing requirements
Change	Our ability to manage change across the organisation, to communicate & engage staff in change. Especially the Innovation Programme
Delivery	Our capacity and capability to deliver: <ul style="list-style-type: none"> • Improvement Priorities • Policy Commitments • And in particular <i>Sustainable Swansea – fit for the future</i>

- 1.2 The Review Team fed back the headlines at the conclusion of the process. The Review Report was received in December 2014 and reported to Cabinet and Council in February 2015.

2.0 Peer Review Report

- 2.1 The Peer Review report is attached as **Appendix A**. The report contains both areas of strength and areas for improvement, against the 3 themes and 20 recommendations.
- 2.2 The Team found a clear sense of pride in the city and the council and a commitment to improving the lives of residents. Equally they found a Council that provides good services, is aware of the scale of the challenges ahead and has evident talent to lead the transformation required.
- 2.3 Whilst the Team were positive about the Council's self-awareness and our plans for change, they were less convinced that the vision and detail behind this is in place. A key recommendation from the Review, which is an area where work has already started, is the need for a "Swansea Story".
- 2.4 The findings on Governance, Change and Delivery equally show areas of real strength as well as areas where we need to improve. The dominant themes from this are:
- Quicker and smoother decision making with a greater focus on action, not meetings
 - Working as "one Council" and breaking down service silos, particularly in implementing change, sharing resources and fostering innovation
 - Establishing a single and consistent narrative for change, linked to visible and empowering leadership at all levels, shared learning and greater staff engagement
 - Develop the Council's role as a city and community leader and a stronger presence for Swansea, working with partners
 - Becoming a more commercial organisation, developing skills, developing opportunities for trading and exploiting our assets
 - And finally - and perhaps most importantly - the theme that is woven throughout the report is that of the need for **cultural change to underpin, enable and drive the transformational changes** we have to make across the Council in the next few years

3.0 Action Plan

- 3.1 The Peer Review Team acknowledge in their report that the Council is already implementing a number of their recommendations and, in that sense, the report reinforces our direction of travel.
- 3.2 That said, it is imperative that we respond positively and swiftly to the report's recommendations. An Action Plan is attached as **Appendix B**, with actions grouped by the three themes of Governance, Change and Delivery, with a link to the relevant recommendations in the Review report.
- 3.3 Clearly, because the Peer Review was concluded some time ago, a number of actions are already in hand, but can, of course, be added to.

3.4 The key actions are:

- A governance review... how we make decisions as Members and Officers
- Review of the role of the Local Strategic Board... and other city partnerships
- Developing the “Swansea Story”... and how we engage everyone in this narrative
- Redoubling our efforts on employee engagement... as part of the Innovation Programme
- Agreeing a change plan for the delivery of *Sustainable Swansea*... working as one Council
- A plan to deliver our community leadership ambitions... including city centre regeneration and local area management
- Developing a commercial organisation... to exploit every opportunity to increase income

4.0 Implementation

4.1 As part of our implementation arrangements we will:

- Communicate the actions to Members, (via Council), staff and partners
- Develop detailed actions to implement the changes, ensuring accountability, clear measures and timescales
- Ensure that the actions integrate with existing major plans, in particular:
 - Revised Corporate Plan
 - *Sustainable Swansea – fit for the future*
 - Innovation Programme
 - Other key plans, such as the Poverty Strategy
- Dovetail the actions with the findings from the Welsh Audit Office Corporate Assessment, which we expect to receive in April 2015
- Incorporate relevant recommendations from the Scrutiny Panel report on Corporate Culture, due to report in the next few months
- Quarterly updates on progress

4.2 There are also a number of key themes that need to guide our implementation over the next 12 months:

THEME	COMMENTS
Cultural Change	<ul style="list-style-type: none"> • All aspects of the action plan relate in some way to the need for the Council to change the way it works • The change plan “Working Together, Working Differently” will provide a framework for this • This will involve Members as well as Officers
Pace	<ul style="list-style-type: none"> • It is important that we make progress on the key areas quickly • This means that not all the detail will necessarily be in place at the outset, but it is vital that there is a clear message to the organisation the changes are being made
Celebrate Success	<ul style="list-style-type: none"> • The Peer Review commented on the amount of good work that is going in Swansea, but found that we didn't do enough to publicise this within and outside the Council • We need, therefore, to take every opportunity to do this as part of our actions and to share good practice across the Council
Learning from Others	<ul style="list-style-type: none"> • As part of the implementation of the action plan and other things that we do, we will look to learn from good practice elsewhere (and share our own) • The visit to Nottingham City Council was part of this learning and the Executive Board is also meeting with Cardiff's management team

5.0 Equality and Engagement Implications

5.1 As part of progressing some pieces of work in the action plan consideration will be given to whether the EIA process needs to be utilised including any requirements for engagement.

6.0 Financial Implications

6.1 There are no direct financial implications arising from this report. However, delivery of a number of the recommendations will assist the Council to achieve savings and additional income.

7.0 Legal Implications

7.1 There are no specific legal implications associated with this report.

Background Papers: None

Appendices: Appendix A – City and County of Swansea Peer Review 2014
Appendix B – Peer Review Action Plan

Appendix A

City and County of Swansea Peer Review 2014

Review: September - October 2014
Report: December 2014



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1. Executive Summary

- 1.1 The City and County of Swansea is a well-regarded council in Wales, with a good reputation for service delivery. It has been on a significant improvement journey over recent years and the positive nature of recent audit and inspection reports is testament to that. However, local authorities are, without exception, facing unprecedented challenges, the inevitable consequence of which is an increasing pressure on the quality and level of services they all provide. In order to meet these challenges the Council's political and managerial leadership have set out a commitment to transform the Council so that it can continue to deliver positive outcomes for the residents of Swansea.
- 1.2 To support this aim, the Council invited the WLGA to facilitate a corporate peer review at the end of September 2014. Peer reviews aim to support councils' approach to self-improvement, offering detailed perspectives from 'critical friends' who understand the challenges of running a local authority and can make an honest and impartial contribution to their self-awareness and development. Importantly, requesting a peer review is regarded as a sign of organisational maturity and commitment to improvement.
- 1.3 While the peer review was arranged for the end of September, in advance of the Council's Wales Audit Office (WAO) corporate assessment, the leadership were clear that it needed to be a separate process with a different focus. While the peer review would inevitably be complementary, supporting the Council in taking stock and evaluating its own performance, the key purpose was to explore specific areas that are critical to organisational development and delivery in challenging times. These areas were:
- Delivery
 - Change
 - Governance
- 1.4 The Council was also keen to ensure that the peer review process should involve learning from elsewhere. Peers were therefore selected on the basis of their experiences and achievements and their ability to bring a fresh perspective to the issues in question. Indeed, the Review Team noted and commended the Council's openness to new ideas and willingness to engage and learn.
- 1.5 In undertaking the review, the team sought to gain insight by:
- Reviewing extensive council documentation
 - Conducting interviews with 24 elected members
 - Interviewing 27 officers
 - Running workshops with a further 38 officers
 - Interviewing 6 partners
 - Taking a tour of the city

- 1.6 The Review Team's initial findings were presented jointly to Cabinet and Executive Board at the end of the site visit on 1st October. An interim letter summarising the main observations was sent to the Council on 29th October 2014.

A summary of the Review Team's main findings are set out below.

General

- 1.7 The Review Team found a clear sense of members' and officers' pride in Swansea, both as a city and a council; they found commitment to making it a better place and to improving the lives of residents. This appeared to be a primary motivation and repeatedly featured in interviews and workshops. This commitment was supported by a good understanding of the area and the needs of local communities.
- 1.8 The Review Team developed an impression of an organisation where internal arrangements and the management of revenue finances were in order and the quality of service provision was generally good. They commended the leadership for not only recognising the scale of the challenges but for the need for far-reaching transformation, as opposed to incremental change. Importantly, the Review Team noted that there is evident talent among both the Cabinet and senior management, which should provide the capacity required to continue improving and transforming the organisation.
- 1.9 Moreover, the Council is strong on self-awareness and diagnosis; Cabinet and senior management have a clear idea of what they need to change and there is an emerging agenda setting out how this might be achieved. The Review Team felt the Council's recognition of what it needs to change and where it wants to get to are extremely positive. However, the Review Team was less convinced that the vision and arrangements for achieving that change are sufficiently developed. That said, the Council is open to new-thinking and learning, as demonstrated by the request for the peer review.
- 1.10 More fundamentally, while there is a good understanding of the need for change, of the challenges facing Swansea and the needs of communities, these elements have not yet been woven into a clear narrative. This was not helped by the range of plans and priorities that the Council produces. The Review Team emphasised the central importance of setting out a 'Swansea Story' and rationalising priorities to support its delivery, but recognised the forthcoming corporate plan (in draft at the time of the review) might achieve this.

Governance

- 1.11 The Review Team found a constructive relationship between members and officers, based on interviews conducted. This was demonstrated by a shared

understanding of how they could collectively contribute to achieving the Council's goals. It also appeared that the member/ officer dynamic was healthy, with an overall perception that the Council is member-led and there is an appropriate balance between political and professional leadership.

- 1.12 The Leader and Cabinet have recognised that there are some members within all groups who feel disconnected from the Council's decision-making processes. They are responding to this by seeking to extend participation through the introduction of Cabinet Advisory Committees and increasing the involvement of all groups with a new monthly Group Leaders' meeting. These changes appear to have been welcomed and have the potential to build a more open, transparent and inclusive way of working if managed effectively. However, it is important to ensure that new arrangements do not hold back clear and timely decision-making.
- 1.13 The Council's scrutiny arrangements are still relatively new, having been introduced in October 2012. The scrutiny arrangements are unique in the Welsh context, with one overarching Scrutiny Committee and a number of ad hoc Scrutiny Panels. The Review Team heard a range of views on scrutiny, but there was a sense that it provides challenge. Some non-executive members felt the Scrutiny Panels provided a means for them to explore issues that are important to them and there was a consistent view that members could decide which panels they wished to participate in according to their interest or expertise. However, there was also scepticism from some quarters. There were some concerns that scrutiny needed to develop a stronger improvement role and some non-executive members expressed concern that the creation of a single overarching programme committee could reduce capacity and focus. Importantly, there is a need to clarify the role and responsibilities of the new Cabinet Advisory Committees and the relationship they are to have with the overarching Scrutiny Committee and Scrutiny Panels.
- 1.14 The Review Team recognised that the Cabinet is new and it would take time to establish relationships with senior officers, as well as finding a structured way of working that meets their needs. However, they observed that Cabinet support could be more consistent and formalised, particularly briefing and support on their new portfolios and Cabinet roles.
- 1.15 The Review Team were positive about new and emerging arrangements to underpin financial planning and transformation, such as the Budget Group and 'Stewardship Sessions'.
- 1.16 However, certain internal processes, including the speed of decision-making, appear to be a barrier to the fulfilment of the Council's aim of becoming a more dynamic and innovative organisation. In order to address this, the Council should focus on culture, as well as formal decision-making processes. This would include creating a less risk-averse, no-blame culture (see Change

below) where staff learn from what has and hasn't worked together, in addition to looking at, for example, the length of time Cabinet have to respond to scrutiny recommendations.

- 1.17 The Review Team felt there was more opportunity to reduce the process and bureaucracy in programme management and partnership working, streamlining both to increase the focus on action and reduce the number of meetings and the amount of paperwork.

Change

- 1.18 The Council recognises the need to foster a more positive and empowering organisational culture and there is strong self-awareness and an emerging agenda, setting out what needs to change. There is talent and commitment among the political and managerial leadership which will help drive this forward.
- 1.19 As already identified by the Council, change needs to be taken forward on a more 'whole council' basis. Even with the evident leadership commitment, this is a challenge. However, there are opportunities to increase the pace and scale of change. For example, some change is currently being taken forward on a department-by-department basis and there is more scope to systematically share learning and practice across the organisation. The Council should explore more cross-cutting savings opportunities, as well as aligning priorities, finance and the change agenda more closely.
- 1.20 The Review Team were positive about the culture change and the kind of transformation the Council aspires to. However, the Review Team felt that innovation needed to be more effectively enabled and supported and the expected behaviours championed and modelled by the leadership. Perhaps most importantly, it needs to be borne out of wider development of the Swansea story, the way of working and how every individual fits in.
- 1.21 While there have been significant efforts to communicate the change agenda and the challenges facing the Council to staff, the Review Team found that it had not always been consistent or effective, with the message varying significantly depending on the manager delivering it. They also found the Council's priorities are not consistently understood and there isn't a shared conception of 'Sustainable Swansea'.
- 1.22 The Review Team felt that the conception of and approach to transformation could become more outward-facing, with more of a focus on creating new relationships with citizens and other partners.
- 1.23 In order to better align resources, priorities and change, the Council should consider developing a more priority-based, themed approach to budgeting

and avoid departmental targets. The Council should be careful to ensure that its approach to identifying savings options does not reinforce silo working.

- 1.24 The Review Team felt there was enthusiasm and commitment towards transformation, but there is more work to be done to break down service silos. The realignment of directorates could support this, but working across the organisation needs to become the 'norm', there should be more time and space for staff to come together and managers could be given more responsibility for solving corporate problems. While there is capability and talent, it may still be necessary for the Council to bring in external technical expertise for specific pieces of work to complement the skills that exist internally.

Delivery

- 1.25 The Review Team identified a large number of strategies, plans and action plans containing a significant number of priorities. However, they felt that the Council needed a unifying narrative, which sets out a clear and coherent vision. They felt that developing the Swansea story was of critical importance, particularly in the context of having to make difficult choices and attempting to foster a different organisational culture. Establishing the Swansea story would help to focus on a more limited number of key priorities and ensure that activity and resources are aligned accordingly.
- 1.26 The Council should ensure it fulfils its role as a city and community leader and develop a stronger national presence for Swansea- in Wales and the UK. This would involve building links with Cardiff and strengthening relationships with key stakeholders in the city and region. It would also involve actively promoting the good work that Swansea is doing- within central and local government and to partners in the public and private sector.
- 1.27 City leadership should be balanced with community leadership. The Review Team suggested that local councillors could be further empowered as community leaders by enabling them to respond to local priorities by devolving more central budgets across the county (e.g. on the basis of both deprivation and population).
- 1.28 The Review Team acknowledged that the Council is beginning to look for ways to become more 'commercial', noting that there are a number of opportunities which would help meet the budget challenge and promote city growth. The Council should aim to build a more commercial skills set and capability among staff and develop a trading arm, which could exploit opportunities relating to building management, vehicle maintenance, landscaping, solar energy and district heating, among others.
- 1.29 The Council should consider how best to maximise its use of resources - especially its asset base. This could, for example, include creating a trading

account in property services to recycle revenue earning capital receipts in order to improve the rate of return over the longer term.

- 1.30 Throughout the review, it emerged that the Council were at the early stages of implementing arrangements which would meet several of the recommendations the Review Team were set to make. Therefore, many of the points made in this report reinforce the direction of travel the Council is already committed to.
- 1.31 This report includes a total of 20 recommendations which seek to address the identified issues and barriers or build on measures which are already being progressed.

2. Background and context

2.1 Peer reviews are a key part of the WLGA's improvement offer for local authorities, being highly regarded by both the organisations who have received them and key partners, such as the Wales Audit Office (WAO) and Welsh Government. They are generally found to be a valuable tool because they are provided by 'critical friends' who understand the challenges of running a local authority and can make an honest and impartial contribution to the Council's approach to self-improvement. Importantly, requesting a peer review is regarded as a sign of organisational maturity and commitment to improvement. This was indeed reinforced by Swansea's keenness to learn and openness to new ideas and ways of working.

Purpose of the review

- 2.2 The Council had a number of reasons for commissioning the review, which were to:
- Learn from elsewhere and to improve what they do.
 - Develop their approach to self-evaluation.
 - Assist their preparations for the WAO corporate assessment (scheduled to take place during November 2014).
 - Support the overall objective of sector-led self-regulation and improvement in Wales.
- 2.3 While supporting the Council's own self-assessment and self-awareness in advance of the corporate assessment would be one useful outcome of a review, the Council recognised the value of drawing on the expertise of senior colleagues from within local government and the wider benefits that such an exercise could bring to the organisation. They were therefore clear that the peer review was a separate process with a different focus. In order to maximise the value of the review, the Council asked that it should focus on the specific areas they consider to be critical to their success. These were:
- **Delivery** - their capacity and capability to deliver on extensive and challenging policy commitments.
 - **Change** - their ability to manage change across the organisation, to communicate what they are trying to achieve effectively and to engage staff in embracing that change.
 - **Governance** – the effectiveness and transparency of internal arrangements and ability to support change and delivery.

The peer review process

2.4 Throughout the preparatory conversations with the WLGA, the Council had placed a particular emphasis on their desire to learn from others. For that reason, peers were selected on the basis of their experiences and achievements and their ability to bring a fresh perspective to the issues in question. The peers were;

- Cllr. Graham Chapman, Deputy Leader of Nottingham City Council
- Nick Hodgson, independent consultant and former Chief Executive of Derbyshire County Council
- Ben Spinks, Assistant Chief Executive, London Borough of Brent
- Rory Borealis, Executive Director (Resources) and Working Smarter Delivery Lead at Walsall Council

2.5 The review consisted of desk-based analysis of key council documents, which preceded a three day site visit that took place from 29th September to 1st October. The aim of the site visit was to develop a more in-depth understanding of the organisation and test some of the assumptions made by reading the documentation. This was achieved through extensive interviews with a broad cross-section of members and officers with different responsibilities and levels of seniority. The review activity can be summed-up as follows;

- Review of council documentation
- Interviews with 24 elected members
- Interviews with 27 officers
- Workshops with 38 officers
- Interviews with 6 partners
- A tour of the city

2.6 After 2½ days of intensive interviews and workshops, the Review Team presented their initial findings to the Cabinet and Executive Board on the final afternoon. This report represents the team's more detailed findings and includes some examples of good practice from elsewhere. The Review Team hope these additions are found to be valuable by providing a practical dimension to the recommendations and some possible options for implementation.

2.7 Following the final report, the WLGA would be happy to engage in further discussions with the Council and explore whether there are opportunities for support or peer learning.

3. Governance

- 3.1 Sound governance is the foundation of a healthy, well-run organisation. It is crucial in enabling a council to achieve its aims, or could equally be a major barrier to change and improvement. Moreover, in a context of significant and emerging challenges, where transformational change is required, governance arrangements need to be constituted in a way that supports that change. Consequently, the Council asked the Review Team to look at their governance arrangements, with a focus on how they are supporting (or hindering) the other two elements of the review; change and delivery.

Member/ officer working

- 3.2 In seeking to establish the effectiveness of the Council's governance, the Review Team took a broad perspective, considering culture and relationships as well as structures and processes. One of the most fundamental considerations was the relationship between members and officers, this setting the context for all of the Council's work. The Review Team observed a healthy relationship between members and officers; there was relatively good communication and a shared understanding of how they could collectively contribute to achieving the Council's goals. The member/ officer dynamic was well-balanced, with an overall perception that the Council is member-led.¹
- 3.3 While the overall dynamic is good, the Review Team recognised that the Cabinet is new and it will take time to establish relationships between Cabinet members and senior officers, as well as finding a structured way of working that meets their needs. However, Cabinet support appears to be inconsistent at the moment. The Cabinet itself also needs time to form as a 'team' and find a suitable way of working. The Review Team identified a need for more formalised, proactive briefing of and support to Cabinet members. They also suggested Cabinet members should each be clear about and 'own' a set of priorities which deliver the overall vision. These should be a focus within their regular meetings with officers.
- 3.4 Some Cabinet members felt they would like to build stronger relationships with middle managers and have more interaction with them. They also felt middle managers sometimes approached them with a certain amount of trepidation and thought there was an opportunity to build more trust. The Council could aim to increase interaction between Cabinet members and middle managers by, for example involving middle managers in senior manager/ Cabinet Member briefings, as and when relevant to the agenda.
- 3.5 The dynamic between members was also considered to be of paramount importance. The Review Team heard that there were some members, from

¹ It is important to note that these inferences were drawn from a fairly limited number of conversations with non-executive members, due to low turnout at the members' workshops.

all groups, who had come to feel disconnected from decision-making. There was a feeling that those outside of the Cabinet were 'spectators'. However, the new Leader and Cabinet have recognised this and are keen to address it. Consequently, the political leadership are instituting new arrangements to extend participation by introducing Cabinet Advisory Committees and establishing a monthly Group Leaders' meeting. These changes appear to be welcome and, if managed effectively, have the potential to build a more open, transparent and inclusive way of working.

Recommendation 1: Develop more formalised briefing of Cabinet members, which would include regular meetings with senior managers who have responsibility within their portfolio, with notes of the meeting and action points to ensure members' priorities and decisions are followed through. The emphasis should be on proactively engaging members in decisions, rather than briefing them too late into the process.

Scrutiny

- 3.6 The Review Team were aware that the Council's scrutiny arrangements are still relatively new, having been introduced in October 2012, and the Wales Audit Office has committed to continuing to review their effectiveness.² It is then perhaps unsurprising that the team heard a range of different views on the effectiveness of these arrangements. On the one hand, there was a sense that scrutiny provided challenge and many members could identify occasions where it had made an impact. The Audit Committee was cited as providing particularly robust challenge. Furthermore, some non-executive members felt the Scrutiny Panels provided a means for them to elevate and explore issues that were important to them, thereby increasing their involvement in council business and scope to influence.
- 3.7 However, there was also scepticism from some quarters. There were some concerns that scrutiny needed to develop a stronger improvement role and that its focus should be more closely aligned to council priorities. Some non-executive members expressed concern that the creation of a single overarching programme committee could weaken the scrutiny function by reducing capacity and focus. In addition, while there was an appreciation from members that the new Cabinet Advisory Committees could help extend involvement in policy development and decision-making, there appeared to be some confusion about how they are to relate to existing arrangements, in particular overview and scrutiny. There was some concern that without clarity of responsibilities and purpose, there could be a risk that the role of scrutiny is undermined and effort is duplicated.

² Wales Audit Office, *Annual Improvement Report – City and County of Swansea*, May 2014, p. 18

Recommendation 2: If the Cabinet Advisory Committees are to be effective, their responsibilities and relationship to existing arrangements needs to be clarified and set out clearly in the Constitution so that all members and officers understand their respective roles.

Recommendation 3: The Council should consider how scrutiny could be closely oriented towards the Council's top priorities by, for example, establishing inquiries shaped around them. This would help develop scrutiny's improvement role as well as ensuring activity and resources have maximum impact.

Decision-making

- 3.8 The Council's aspiration to be a dynamic, inclusive and innovative organisation which is risk aware, creative and capable of coproducing services with citizens and staff is to be commended. However, the team observed certain aspects of governance which appear to be a considerable barrier to the fulfilment of that aim at the current time. One commonly identified problem was the speed of decision-making. The Review Team heard the widespread view that decision-making is too slow, which was largely attributed to an embedded risk-averse culture. This culture appears to manifest itself through a tendency to push decisions 'up' to more senior officers, the obvious effect of which is a protracted process with unnecessary delays in implementation. An additional risk is that staff in less senior positions become disempowered and their creativity and professional development is stifled, while senior managers are overloaded with decisions. The view was also expressed that protracted decision-making sometimes leads to implementation needing to be rushed, potentially impacting on the effective management of change and the delivery of outcomes.
- 3.9 The leadership appear to be well aware of the tiers of decision-making and the associated consequences and are seeking to address the risk averse culture through the Innovation Programme. As already identified internally, the Council should seek to build a less risk averse, no-blame culture by creating an environment where staff work together to learn- both when things don't go to plan and when they go well. The leadership should model and promote these behaviours in order to advance the change they want to see.
- 3.10 In addition to the cultural considerations, the Review Team identified some procedural changes which would be complementary and hopefully increase the pace of decision-making. In particular, the Review Team felt that the Council could inject greater pace into their change programme if they stripped back some of the unnecessary 'paraphernalia' of programme management. The current approach relies on a typically structured approach, with leads, boards and workstreams. However, the team developed the impression that this may be over-engineered and could risk time and energy being spent servicing boards and working groups, rather than actually implementing change. One potential unintended consequence of taking a very structured

approach is that meetings themselves become the focus and few actions are progressed or decisions taken in between. *See Barrow Borough Council case study, p. 21.*

- 3.11 Programme management could be streamlined by, for example:
- Reducing the amount of paperwork, the number of meetings and ensuring conversations focus on action. Officers should be encouraged to take decisions or seek senior endorsement (where necessary) between meetings and unnecessary tiers of approval should be stripped out.
 - Establishing a 'Gateway Scheme' to assess viability of major projects, so that time and energy is not wasted preparing to implement projects which are unlikely to succeed (partners could also be invited to participate).
 - Focusing on the 'big ticket' items within change and partnership working, that will yield substantial successes, rather than undertaking a wide-ranging programme which will inevitably mean exerting more energy on projects which will have less impact.
- 3.12 While the speed of decision-making is certainly limited by cultural constraints and could be improved without any change to formal arrangements, the Council may wish to review its delegation arrangements to ensure that decision-making responsibility rests at the most appropriate level and ensure the powers are being used to the full.
- 3.13 Furthermore, the Council should ensure its internal audit activity is focused on 'higher risk' policies and practices so that resources are being used to best effect.
- 3.14 The Review Team were impressed by some of the new and emerging arrangements to underpin financial planning, such as the Budget Group & 'Stewardship Sessions' and the budget tracking system. These appeared to be systems and processes which could support sound financial management.

<p>Recommendation 4: The Council could consider reducing the time that Cabinet has to respond to scrutiny recommendations (currently 3 months).</p>
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Partnership working

- 3.15 The Review Team spoke with a selection of statutory and non-statutory partners from the Local Service Board (LSB) and noted the high degree of enthusiasm and commitment to partnership working. This was seen as a major asset, which the Council should harness. However, there was some concern that the LSB's responsibility was too broad and it was vulnerable to being over-managed and impeded by bureaucracy. While it was recognised that the LSB had overall ownership of the Single Integrated Plan, the scale of tasks could become overwhelming. Some suggested the LSB could have more

impact if it were to focus on a manageable set of shorter term priorities (in addition to the overarching shared outcomes) where a partnership approach could really add value.

- 3.16 There were mixed perceptions of the LSB, particularly among members. Some had significant concerns regarding transparency, describing it as remote or 'invisible', possibly fuelling a sense that the LSB was operating outside of democratic processes. Some of these members also thought the LSB to be ineffective and in need of a major overhaul. Conversely, others could point to specific examples of success.
- 3.17 One simple means of ensuring the LSB is seen to be transparent might be to develop regular communication, particularly with members. This could include sending summaries of key points, decisions and actions to Cabinet and scrutiny meetings for information, for example.
- 3.18 There was also a sense that the Council was getting better at engaging with and listening to the public. Although there had been improvements, there was a view from many that they could still go further. The Council were thought to be very good at working with and managing the media and the communications team appear to have an excellent reputation. However, it may be necessary to ensure that communications is equally focused on community information as on press and media.

Recommendation 5: The LSB could develop a small number of priorities, based on defined operational problems, which partners commit resources to and tackle on a task and finish or rolling basis.

Recommendation 6: The Council should communicate the role, purpose and activities of the LSB to members. Moreover, the Council should look for opportunities to involve members in the work of the LSB, including projects which may be taking place in their ward or local engagement and consultation.

4. Change

- 4.1 Changing the way the Council operates is evidently a primary concern for the leadership. Importantly, the Review Team felt that the scale of the challenge and the need for transformational change was widely understood. Key council documents, such as *Sustainable Swansea – Fit for the Future* and the council-wide Innovation Programme demonstrate the corporate commitment to a fundamental shift in how the Council does business. The Review Team also felt there was evident talent among both political and managerial leadership and heard how the Leader is seen as someone who will drive change forward.
- 4.2 The Review Team explored the Council’s approach to change with members and officers from across the organisation, at a range of levels of seniority. The intention was to test the coherence, efficacy and reach of the Council’s change agenda.
- 4.3 The leadership saw the Sustainable Swansea programme as providing the framework for change. They were clear that the intention was to reaffirm the Council’s core purpose and establish a new operating model, capable of delivering on it. The Review Team commended the Council’s aspirations for change and gave the leadership credit for fully endorsing and promoting it. The team supported the kind of change the leadership want to effect, as represented by the examples of ‘future council’ ‘shifts’, which are set out in Sustainable Swansea:

What Sustainable Swansea means for WHAT WE DO and HOW WE WORK

From..... What we <u>do</u> now in Swansea	To..... What we want to <u>do</u> in the future
Leading the Council	Leading Swansea
Residents as receivers of services	Residents as co-producers of services
Providing services	Creating new models
From..... How we <u>work</u> now in Swansea	To..... How we will <u>work</u> in the future
Service led	Whole Council
Top down leadership	Everyone is a leader
Risk averse	Risk aware

Source: *Sustainable Swansea - Fit for the Future*

- 4.4 The Council were seen to have good self-awareness and diagnosis; the leadership are conscious that the existing culture needs to become more positive and empowering, they know the organisation needs to become more dynamic and innovative and more outward facing and coproductive. As part of this, the Council has put innovation at the heart of change; it is intended to define the way of working, as well as the organisational culture.
- 4.5 The Review Team also felt the Council were able to identify some of the solutions to the identified problems and there was an emerging agenda for implementing change. For example, it is positive that the Council has set out plans to create a more innovative environment by promoting a healthy attitude to risk, the exchange of ideas and building new skills. However, it appears there is more to be done to develop the steps to get from the current position to their ideal operating model and culture. The Review Team therefore identified some suggestions to support the implementation of this agenda, as well as some further opportunities relating to staff engagement, which are set out below.
- 4.6 The Review Team felt that it was important the Council adopt a clear, unified approach to managing and promoting change. It is vital that this is linked to organisational priorities and finance.

Engaging staff in change

- 4.7 A fundamental barrier to driving change forward is the buy-in and understanding of staff. The Review Team heard a number of positive comments about why the Council was a good place to work, including the opportunity to work for the city and communities and the flexibility it offered. However, there were also some negative comments and particularly strong feelings about Job Evaluation and having to work longer hours to get the job done without recognition. While Job Evaluation is a sensitive issue and a negative response from those adversely affected could be understood and expected, the Review Team heard concerns about the way in which the process had been managed and the outcomes communicated. These experiences can impact on the view staff have of change management more broadly. Furthermore, a small number of those interviewed suggested that past experiences of transformation work might have caused some cynicism towards change. Therefore, honest conversations with the workforce about the future 'employment deal' and what this means in the context of the change agenda, will be crucial in building levels of employee engagement. For example, how staffing numbers or remuneration are likely to be impacted, how roles might change, as well as what the organisation can offer, including non-economic factors on training, development, support and flexibility. (*See also point 4.22*).
- 4.8 While the leadership see Sustainable Swansea as the driving force behind change, there does not seem to be a shared conception of what it is and what

it is for throughout the organisation. The leadership have sought to ensure staff are aware of the challenges and change agenda through the Chief Executive's blog (which was seen by both frontline staff and middle managers as useful) and their Sustainable Swansea roadshows. However, discussions with frontline staff revealed that messages given at these events varied considerably. Some staff had heard a 'don't worry, things will be fine', whereas others had got the sense that things were overwhelmingly bleak. In general, it appears that communication to staff and members could be improved as some described themselves as feeling on the fringes and being unaware of organisational developments, to the extent that they 'often find out from service users'. While recognising the efforts the leadership have made to get the message out, it seems the current approach has not been as effective as hoped.

- 4.9 Whilst the Review Team would endorse face-to-face communication as a key element in managing major change, if the Council continues running roadshows, the messages should be more consistent way. This requires an accurate, shared understanding at Heads of Service level (Directors being responsible for ensuring this) and agreed messages and tone of delivery. In order to ensure that all members are up-to-date on important issues, the Council could hold members' seminars on relevant policy developments or organisational reforms.
- 4.10 The Council should consider how they engage and involve staff at every level and from every department in shaping the organisations' core purpose and change agenda. This could include making current communication opportunities such as the Chief Executive's blog and roadshows more participative or using other mechanisms such as online forums or networks, which provide space for user-generated content and continue discussion outside of set meetings and workshops.
- 4.11 While there is a definite commitment to transformation, some of those interviewed expressed doubts as to whether there was clarity about the kind of radical change being sought, what it might entail or a detailed understanding of the methods that might be required. Despite this uncertainty, many officers were able to identify recently introduced measures, which had some potential to address these concerns, such as the 'new ways of working' training or the inclusion of behaviours (in addition to delivery of objectives) within the appraisal process. This suggests that the Council could be in the early stages of making the change 'real', although the prospects for implementing change at pace and scale is less clear. In addition, officers provided the Review Team with their own possible solutions, which are included below.

In order to effect change, staff suggested:

- Getting senior managers out and about in the organisation, to help achieve culture change and give them a sense of what's working and what isn't.
- Developing a mechanism for sharing ideas and learning across the organisation.
- Involving frontline staff in the Innovation Programme.
- Becoming a learning organisation, rather than a blaming organisation, which is able to focus on why things didn't work.
- Investing more in staff development and training.
- Bringing in specialist expertise when needed and listening to and learning from the third sector.
- Giving more consideration to riskier, innovative approaches to service delivery.
- Increasing the urgency of the change that needs to happen over the next 2-3 years.
- Moving away from the language of 'innovation' and 'transformation', which creates a sense of distance and takes it away from people's 'day job'.

4.12 While there is talent and experience among senior leaders, there should be a focus on systematically involving officers from across the organisation in developing new ideas. The Sustainable Swansea scoping workshops are a step towards that. The leadership should not feel that the responsibility for, or ownership of, change lies solely with them and should actively seek to cultivate an open and inclusive way of working, which provides opportunities for staff to influence from the bottom up. At a time when morale needs to be maintained, this could help ensure staff feel valued.

4.13 Similarly, there may still be a need to increase the Council's capacity by drawing on external expertise. This could mean seeking input from partners in the public, private or third sector or bringing in additional technical knowledge for specific pieces of work, which would complement the in-house skills and experience.

4.14 As previously outlined, there is a risk that the paraphernalia of programme management and the structure of boards and appointed leads slows down change. There is also the risk that change is seen as only being owned by those involved, especially those with the lead responsibility. Creating space and opportunity for other staff to contribute is one means of rebalancing that, but the leadership may also want to extend responsibility and accountability for solving corporate problems in a more formalised way.

4.15 One means of doing this would be to actively involve staff, other than senior managers, in leading and delivering change. This could relate to a corporate issue or their individual area of work, drawing on their knowledge and enthusiasm while reducing some of the burdens of programme management and reporting. For example, Barrow Borough Council invited volunteers who were interested in 'making a difference' to gather, create, promote and implement ideas on improving efficiency and effectiveness through the use of

technology. They were not selected by management. Instead senior management's role was to make sure they were 'completely unencumbered by the things councils usually do - working groups, discussion forums and discussions with trade unions' and to handle those things on their behalf. They replaced the normal structures with six weekly updates with the Chief Executive to identify issues that senior managers could help solve. This allowed them to harness the skills and enthusiasm of staff in different parts of the organisation and speed up the change process. (*See link to full case study in Annex 2*).

Recommendation 7: The Council should aim to create space where staff can come together to solve shared problems (e.g. the session to consider horses being kept on council-owned land) and staff outside senior management should be empowered within the authority to bring officers together, rather than relying on or waiting for senior managers to convene a meeting or workshop. Frontline staff in particular should be more actively involved in the Innovation Programme and in developing savings proposals. Middle managers and their team managers should be encouraged to seek ideas from within their teams so that staff feel they have an opportunity to propose new ideas either informally or at team meetings. (*See also Recommendation 12 and Recommendation 13*)

Whole-council working

- 4.16 The Council has, rightly, stated its desire to institute a 'whole council' way of working, which will characterise the new model of operating. As a result of the senior management restructure, departments have been realigned to more thematic groups, which has the potential to strengthen the connections and collaboration across complementary agendas. However, the Review Team heard that where good practice develops or new ways of working are introduced, this still tends to be restricted to particular services or departments. There was also a sense that change is happening at different rates in different parts of the organisation. There was a view from the leadership that making cross-service structures work is a challenge which requires continuing efforts. While the thematic structure might help to strengthen joint working between certain areas it will still be necessary to encourage collaboration beyond those boundaries.
- 4.17 The Council has begun to identify some organisation-wide transformation projects. These are strategic in nature, as well as practical, such as developing the role of refuse workers to be the 'eyes and ears' of the organisation so that they can refer issues on to other departments. Staff referenced this as good practice and it demonstrates how the day-to-day experiences of frontline staff can be drawn on to support the council's wider priorities. The Council should seek to identify and exploit further cross-cutting change and savings opportunities, ensuring learning is shared between different strands and opportunities to scale-up and extend work across the organisation are taken.

- 4.18 Further to this, there is a risk that the various strands of change are not sufficiently integrated and it could feel initiative-based. There appears to be a lack of clarity about priorities (*see 5. Delivery*) and a feeling that perhaps the Council is trying to do too much all at once. If the Council were successful in drawing together a unifying narrative with limited supporting priorities (i.e. the five identified in the draft Corporate Plan) this could give shape to Sustainable Swansea, the Innovation Programme and financial planning and allow the Council to deliver change on the 'big ticket' items. Indeed, clear, specific organisational goals have been shown to promote innovative working.³ In essence, change needs to be part of a coherent whole, linked to priorities and finance.
- 4.19 In particular, the Council could consider how it develops a more priority-based approach to financial planning. The Review Team heard that directors had or were considering this but had not identified a method as yet. Managers in the People directorate had been asked to develop a three year plan on the basis of a 20% reduction to the budget, recognising that extending the horizon enables a closer alignment with current and emerging priorities. One council which has a well-regarded approach to priority-based budgeting is Stevenage Borough Council. While their funding gap is comparatively small, the principles are still relevant.

CASE STUDY

Stevenage Borough Council has adopted a priority based budgeting (PBB) approach based on a methodology developed by Aberdeen City Council, to meet its need for a three year forecasted funding gap of £3 million. Central to the PBB process is a full citizen engagement programme with local people to establish their service priorities and a determination of their preferences between tax increases, service cuts and raising fees and charges. This informed the development of a range of savings proposals over the three year timeframe. After internal officer challenge, these were put to members in the form of a Leaders Services Priority Group whose membership included majority and opposition councillors, front and backbench members. Over a period of eight weeks, members ranked all savings proposals into a priority order that reflected future challenges and the results of the engagement programme. This has succeeded in producing a detailed savings programme which addresses the Council's funding gap, via a permanent shift away from short-term 'salami slicing' to a well-managed longer-term process.

Source: Grant Thornton *2016 tipping point? Challenging the current: Summary findings from our third year of financial health checks of English local authorities*, December 2013

³ Patterson et al, 2009, *Everyday innovation: How to enhance innovative working in employees and organisations*, NESTA

Recommendation 8: The Council should look for more thematic transformation and savings opportunities such as, for example shared administration, which is currently being taken forward in the People directorate, but could be expanded across the whole organisation.

Recommendation 9: The Council should seek to better align finance with priorities and change, and in so doing move away from departmental savings targets to a more priority-based approach to financial planning.

Culture change

- 4.20 Many of the suggestions put forward by staff relate to culture and they cohere with the leadership's ambition to foster a more empowering, learning culture with 'everyone as a leader'. On that basis, there appears to be consensus about the improvement needed with the existing culture and an appetite for the kind of changes being proposed. However, translating that will and enthusiasm into sustained change is still a challenge. While the leadership have granted 'permission to innovate' further steps are required to effectively enable and support the process across the organisation. It is inevitable that it will take time for behaviour change and new cultural norms to be established.
- 4.21 However, while there are many positive actions being developed through the Innovation Programme, the Review Team were clear that this alone would not deliver the culture change that both staff and leadership wish to see. Joint problem-solving and staff development, for example, are likely to have a positive impact, but this will be limited if they are done in isolation. It is understandable that the Council has developed a programme and the associated means of managing it in order to galvanise energy and ensure adequate focus on culture change. However, culture change should not be seen as a separate strand, but rather a by-product of the other changes the Council is making. This means linking change to the development of an overarching narrative which staff understand and can see how their role fits with.
- 4.22 As previously stated, there was some reference to morale in a few discussions. However, there are inevitably a range of factors that might be affecting individual, team or organisational morale in these challenging times. While it is difficult for the Review Team to gauge the extent of this feeling or its effect based on the interviews and workshops conducted, it could be a barrier to building the kind of culture the Council wants to see. The LGA and Public Sector People Managers' Association (PPMA) supported research into the state of the employment deal in local government. The research found that the economic aspects of the traditional employer-employee deal have broken down with the loss of job security, pay freezes and reductions in pay and the emphasis on doing 'more with less' and this is further compounded by a perceived lack of support from organisations, a lack of voice and the quality of interactions with line managers. This research argues that local authorities

need to forge a new deal which takes account of factors beyond the economic, such as providing support and building collaborative and productive partnerships that enable high involvement and workforce participation in shaping and delivering change. In order to achieve this and reduce blame, they suggest creating openness and trust through solutions-focused conversations with staff, rather than performance-focused conversations. They suggest this is dependent on individual line managers being able to practice listening skills and be willing to implement ideas from their team.⁴

- 4.23 Furthermore, involvement and empowerment could be increased by; engaging staff in how the new values are translated into practice, providing opportunities for staff to share and promote their successes (ie. at the lunchtime seminars) and encouraging staff outside of upper tiers of management to convene cross-cutting problem-solving sessions (*as suggested in Recommendation 7*).
- 4.24 Making the shift from blaming to learning was repeatedly referenced by staff in different services and at different levels of seniority. This is clearly pivotal to building an innovative culture and working practices. In order to reduce blame, the Council will need to tolerate failure and promote risk taking and managerial support will be key to this. The Council could also look at ways of incentivising innovation, rewarding innovation through staff recognition or incorporating it within performance reviews.
- 4.25 Notwithstanding these observations, there are many useful elements of the Innovation Programme which will contribute to driving change forward. In particular, the action which focuses on staff development, building capacity and capability and using different tools and techniques. These should continue to develop.

Recommendation 10: The Council should achieve longstanding culture change by advancing a coherent Swansea story, supported by clear priorities and helping staff see how they fit with and contribute to that story, while providing support for them to adapt within their role and a means for them to influence decisions and change.

Recommendation 11: Members, senior and middle managers should consistently model the behaviours they want to see and commit to avoid blaming staff when things don't go to plan. Senior and middle managers should encourage their staff to use their initiative and try new things and create time within their own teams and wider corporate settings to consider and share the learning.

Recommendation 12: The Council should aim to develop a more systematic approach to sharing learning and practice - both positive and negative. This could be through team meetings, managers groups, lunch time sessions or problem-solving session.

⁴ Edinburgh Napier 2012, *New Employment Deal For Local Government*, LGA and PPMA
http://ripassetseu.s3.amazonaws.com/www.ppma.org.uk/files/documents/jul_12/FENT_134368396_7_DEVELOPING_A_NEW_EMPLOYMENT_DE.pdf

Recommendation 13: Senior managers should be encouraged to get out into the organisation, meet and listen to staff. Regular formal or informal staff visits would create an opportunity for staff to communicate their experiences (particularly relating to what's working and what's not working) and propose ideas. It would also give the leadership a direct understanding of how successfully and quickly change is being implemented.

4.26 Promoting this culture change will yield obvious benefits for the organisation by empowering staff. However, the Council should also seek to develop the 'outward facing' strand of its change agenda alongside changes to the business and culture of the Council, so that it can fulfil the ambition to coproduce services with residents. The Council should increase engagement and involvement with partners and the community, so they can understand the pressures and help shape and deliver the 'Swansea Story' and be part of the Council's change agenda.

5. Delivery

5.1 The Review Team were aware that the Cabinet has set out its intention to focus on delivering outcomes for the residents of Swansea, keeping it at the forefront of everything the organisation does. Indeed, there was a palpable enthusiasm and optimism among the political leadership that they were going to deliver. While there was a realisation that the Council's capacity to deliver is more constrained than ever before, the Review Team acknowledged there are good reasons to be positive. Specifically, the organisation is well-regarded within the sector and the quality of service provision is generally good, there is evident talent among both Cabinet and senior management and there appears to be a healthy relationship between members and officers.

Focus

5.2 The Review Team recognised the Council's ambition to deliver on multiple agendas and its high profile commitments on issues such as poverty. However, based on analysis of key documents and feedback from many members and officers, the team considered there to be too many priorities, making it difficult to focus on the top issues that matter most. The Review Team noted different priorities within the One Swansea Plan, Corporate Improvement Plan, Sustainable Swansea and the 'policy commitments', among others, but it was difficult to see how these documents and associated priorities related to one another. Essentially, the Review Team felt that the Council was at risk of overwhelming itself with priorities and initiatives and needed to create more coherence and focus in on a more manageable agenda.

5.3 However, the leadership were broadly clear that there are five top priorities (to be set out in the forthcoming Corporate Plan, in draft at the time of the review) which should take precedence and provide overall coherence. They are:

- Safeguarding vulnerable people
- Improving pupil attainment
- Creating a vibrant and viable city and economy
- Tackling poverty
- Building sustainable communities

However, this top five did not seem to be widely known and the inter-relationships between the various strategies, plans and priorities did not appear to be well understood.

5.4 Fundamentally, it appeared that an overall narrative or Swansea story, setting out a clear vision of the future, was missing. The Review Team emphasised the central importance of establishing this vision and rationalising priorities to support its deliver, but recognised the forthcoming Corporate Plan might achieve this.

- 5.5 Once the Council has established a clear vision and supporting priorities which are well-understood across the organisation, it will be better able to align resources and priorities. This means concentrating finance and change activity on the most important issues and big pay-off items, rather than spending time on a greater number of initiatives, some of which will inevitably yield fewer benefits. As previously outlined, this could be manifest through a more priority-based approach to budgeting, resulting in a reduced reliance on departmental targets which risk reinforcing silo-thinking.
- 5.6 In this way, clarity over priorities can help reorient activity and thinking away from service silos and promote the whole-Council working that the leadership wish to promote. Rather than refocus resources away from the day job, staff are encouraged to link their day job to the delivery of those priorities. This is then supported by continual reinforcement from the leadership and commitment of resources.
- 5.7 Furthermore, a clear narrative and increased focus on a small number of top priorities will create a shared understanding of what success would look like and enable monitoring and scrutiny to give particular attention to progress in these areas.
- 5.8 There was also a suggestion from a small number of those spoken to that the Council can appear to be preoccupied with external judgements and requirements. However, the Council should feel confident that if members and officers hold on to their commitment to improving things for the residents of Swansea and doing what they think will deliver the best outcomes, audit and inspection requirements will be met as a result.
- 5.9 Linked to the above points, there is a need to develop a clearer picture of how activity is actually making a difference. Some members, in particular, felt there were too many targets which were impeding delivery and there should be more focus on outcomes. The Council is developing outcomes-based performance management, which should help show the impact activity is having. However, the Council should be mindful of not over-engineering this and adding further measures and data collection requirements which don't add value.

Recommendation 14: The Council should;

- 14.1 Articulate a narrative, building consensus among Cabinet and Executive Board
- 14.2 Engage wider members, staff and partners in developing that narrative
- 14.3 Rationalise priorities to ensure a focus on the most important things, which will help deliver the vision
- 14.4 Encourage and support everyone in the organisation to adapt their role to deliver the priorities
- 14.5 Manage and monitor the priorities effectively, systematically involving members (i.e. ensuring a focus in regular Cabinet Member/ Director meetings). (*See also point 3.3*)

14.6 Ensure that the priorities underpin all of the Council's activity, aligning change and financial planning to deliver the priorities.

City and County leadership

- 5.10 While members and officers evidently want to achieve the best for Swansea and the people who live there, the Review Team, along with some members, officers and partners, felt the Council could be even more ambitious. They felt there was scope to further enhance the Council's role as both a city and community leader.
- 5.11 Expanding the Council's city leadership would involve developing a stronger national presence for Swansea in Wales and the UK. One way of developing this could be building stronger links with Cardiff, recognising areas of mutual gain and exploiting opportunities to advance shared interests. An area of shared interest, for example, is the electrification of the Great Western mainline.
- 5.12 The Review Team sensed the pride that members and officers had in Swansea and recognised its strengths and the achievements of the organisation. On that basis, the Council should do more to promote the good work they are doing- both to Welsh and UK governments, local government and to partners in the public and private sector. This is more than just good communication and public relations. It is about the management of Swansea's image and reputation and harnessing the support of everyone to help drive the city and county forward. Positive opportunities will come from having a strong reputation locally and nationally.
- 5.13 The Council is showing leadership in tackling poverty and strengthening the local economy. The team felt it essential that these two areas were seen in combination. They suggested the Council should ensure there is a coordinated approach to sector development, job creation, job search and skill development which enables local people to benefit from growth.
- 5.14 Within the city, developing the city centre appeared as a prominent issue. One external organisation even described it as 'the biggest local issue'. The Review Team heard a number of proposals for the future of the city centre, which could be transformative- such as the relocation of the civic offices or the development of new student accommodation. The leadership should consider what kind of city centre they want to see and how it will relate to the 'out of town' offer. They should agree key actions and engage partners- such as the university, local businesses and public sector partners in planning and delivery.

Recommendation 15: Build positive relationships with key city and regional stakeholders- including business and the universities- to get everybody on board with the Swansea story and engage them in the delivery of priorities, particularly relating to regeneration and jobs growth.

Recommendation 16: Investing and improving the city centre is rightly a key priority. At the same time, the Council must ensure this is not done, or seen to be done, at the expense of improvements and core services to the outer areas in such a way as to alienate communities who may not benefit directly.

Community leadership

5.15 Given the recommendation above, it will be vital to balance leadership of the city and county with leadership within all local communities. The Council must be mindful that they do not create the impression that they are developing an external focus to the detriment of local residents and communities.

5.16 The Review Team suggested this could be helped by a series of measures including empowering local councillors to respond to local priorities by devolving budgets across the county. This could be allocated on the basis of need or priority, for example using deprivation and population. This is done in Nottingham City Council, where each local councillor is allocated a small budget to support their role as 'Champion of place'. Further funds are allocated based on the Index of Multiple Deprivation and the ward population. This budget allows councillors to allocate funds that support ward initiatives and projects put forward by the community such as family fun days, community BBQs, play equipment and park benches.

Recommendation 17: The Council should balance leadership of city and county, which could be done through practical measures such as:

- Ensuring new housing investment is used to regenerate communities
- Using local infrastructure to provide job search and opportunities for skills and jobs within the community
- Developing a programme to upgrade district centres
- Empowering local councillors by devolving budgets across the City and County
- Co-locating/ jointly delivering services within communities, to maximise resources across departments and organisations and to maintain a presence within communities.

Regeneration and commercialism

5.17 More broadly, interviews and discussions on how the Council could deliver improved economic outcomes focused heavily on job growth and the Council becoming more commercial. The Review Team felt there was more opportunity to refine and prioritise the sectors Swansea should focus on, attracting and then ensuring via job clubs and tailored training provision and other measures that local people are well placed to secure the new employment that is created. This was thought to be particularly important

given the city's historical reliance on public sector employment and the 'vacuum' created by recent Department for Work and Pensions job losses.

- 5.18 The Review Team felt there were a number of commercial opportunities the Council could exploit to help meet the budget and promote city growth. At the time of the review a commercial manager had very recently been appointed and the Council were already considering a number of ways of achieving this.
- 5.19 Many councils are looking at how they develop a commercial mind-set across the organisation, rather than only focusing on those services most typically associated with trading. This centres on encouraging and supporting staff to identify and implement commercial opportunities in their areas.

CASE STUDY: Nottingham City Council's Commercialism Programme

Nottingham City Council has developed a Commercialism Programme which recognises that all services can be more commercial in the way they work. A clear vision and definition of commercialism has been developed, agreed and communicated to colleagues, which is '... the process of considering everything we do as a Council in a more business-like way. This ranges from trading services as a commercial business to taking a more business-like approach to processes and budget planning'. Colleagues understand that taking a more commercial approach will 'protect services and jobs', which has provided a catalyst for positive engagement with the Programme.

The Council has taken a comprehensive approach to staff engagement, identifying commercial strengths and areas for development across the organisation. This has allowed them to develop a range of tools, tailored to needs in different areas. They include; communication from senior managers, provision of self-service tools, a training programme, commercialism support service roadshows, commercialism clinics, an intranet site, induction training for new colleagues, presentations at team meetings, mentoring, coaching and opportunities for managers and colleagues to express barriers to commercialism. In particular, colleague to colleague support has inspired and enabled other individuals to apply the principles of commercialism and this has been a cornerstone of the engagement strategy.

- 5.20 The Review Team felt the Council had opportunities to think about how they use their assets smartly, delivering the best rate of return over the longer term. They also felt there may be opportunities to look at existing arrangements, such as exploring the possibility of renegotiating the terms of the Liberty Stadium contract so the Council can derive financial benefit.

CASE STUDY: Sheffield City Council: Polishing the family silver

Sheffield has been exploring the idea that rather than conducting 'fire sales' of spare assets, councils may be better off using them to generate sustainable income and improve run-down areas – delivering on key outcomes for the city. It's about not simply 'selling off the family silver' but polishing it up and using it in a more productive way.

Sheffield decided to turn these under-used assets into drivers for local economic growth – selling where necessary to create the capital for reinvestment in the right places, and along the way creating employment opportunities for local people. Another benefit is that the project has freed up land for new housing projects (21 hectares for private and affordable housing use).

The Council has been working with other public sector agencies in the area to ensure that everyone can benefit from the asset improvement approach. A joint asset board, chaired by Sheffield’s Chief Executive, has been set up as a platform where each organisation can work together to maximise the potential of joint and independently owned assets.

Nalin Seneviratne, Director of Capital and Major Projects at Sheffield City Council, explains: “Where the Sheffield approach differs from others is the attention given to asset enhancement – enhancing the value of the original assets and their saleability. Then, rather than using the enhanced receipts generated to plug short-term gaps in spending, we are using the funding in conjunction with private sector leverage to create a revolving Sheffield Investment Fund for investment in local infrastructure and economic growth projects.”

Recommendation 18: The Council should invest in building a more commercial skills set and capability among staff and develop tools and training which help them identify opportunities across the organisation. (See Nottingham’s Commercialism Toolkit, for example)

Recommendation 19: The Council should develop its trading arm, looking for opportunities in building management, vehicle maintenance, landscaping, solar energy and district heating and be aware of the market and what it takes to be competitive- in terms of cost and quality.

Recommendation 20: The Council should maximise its use of resources by considering how reserves and the property portfolio could be used to provide a rate of return over the long term. For example, create a trading account in property services to recycle revenue earning capital receipts. The Council should review the capital programme, being flexible in how the deficit is reduced and considering the balance between sales, borrowing and use of own cash flow.

Annex 1: List of recommendations

Recommendation 1: Develop more formalised briefing of Cabinet members, which would include regular meetings with senior managers who have responsibility within their portfolio, with notes of the meeting and action points to ensure members' priorities and decisions are followed through. The emphasis should be on proactively engaging members in decisions, rather than briefing them too late into the process.

Recommendation 2: If the Cabinet Advisory Committees are to be effective, their responsibilities and relationship to existing arrangements needs to be clarified and set out clearly in the Constitution so that all members and officers understand their respective roles.

Recommendation 3: The Council should consider how scrutiny could be closely oriented towards the Council's top priorities by, for example, establishing inquiries shaped around them. This would help develop scrutiny's improvement role as well as ensuring activity and resources have maximum impact.

Recommendation 4: The Council could consider reducing the time that Cabinet has to respond to scrutiny recommendations (currently 3 months).

Recommendation 5: The LSB could develop a small number of priorities, based on defined operational problems, which partners commit resources to and tackle on a task and finish or rolling basis.

Recommendation 6: The Council should communicate the role, purpose and activities of the LSB to members. Moreover, the Council should look for opportunities to involve members in the work of the LSB, including projects which may be taking place in their ward or local engagement and consultation.

Recommendation 7: The Council should aim to create space where staff can come together to solve shared problems ie. the session to consider horses being kept on council-owned land- and staff outside senior management should be empowered with the authority to bring officers together, rather than relying on or waiting for senior managers to convene a meeting or workshop. Frontline staff in particular should be more actively involved in the Innovation Programme and in developing savings proposals. Middle managers and their team managers should be encouraged to seek ideas from within their teams so that staff feel they have an opportunity to propose new ideas either informally or at team meetings.

Recommendation 8: The Council should look for more thematic transformation and savings opportunities such as, for example shared administration, which is currently being taken forward in the People directorate, but could be expanded across the whole organisation.

Recommendation 9: The Council should seek to better align finance with priorities and change, and in so doing move away from departmental savings targets to a more priority-based approach to financial planning.

Recommendation 10: The Council should achieve longstanding culture change by advancing a coherent Swansea story, supported by clear priorities and helping staff see how they fit and contribute to that story, while providing support for them to adapt within their role and a means for them to influence decisions and change.

Recommendation 11: Members, senior and middle managers should consistently model the behaviours they want to see and commit to avoid blaming staff when things don't go to plan. Senior and middle managers should encourage their staff to use their initiative and try new things and create time within their own teams and wider corporate settings to unpick and share the learning.

Recommendation 12: The Council should aim to develop a more systematic approach to sharing learning and practice - both positive and negative. This could be through team meetings, managers groups, lunch time sessions or problem-solving session.

Recommendation 13: Senior managers should be encouraged to get out into the organisation, meet and listen to staff. Regular formal or informal staff visits would create an opportunity for staff to communicate their experiences (particularly relating to what's working and what's not working) and propose ideas. It would also give the leadership a direct understanding of how successfully and quickly change is being implemented.

Recommendation 14: The Council should;

- 14.1 Articulate a narrative, building consensus among Cabinet and Executive Board
- 14.2 Engage wider members, staff and partners in developing that narrative
- 14.3 Rationalise priorities to ensure a focus on the most important things, which will help deliver the vision
- 14.4 Encourage and support everyone in the organisation to adapt their role to deliver the priorities
- 14.5 Manage and monitor the priorities effectively, systematically involving members (ie. ensuring a focus in regular Cabinet Member/ Director meetings)
- 14.6 Ensure that the priorities underpin all of the Council's activity, aligning change and financial planning to deliver the priorities.

Recommendation 15: Build positive relationships with key city and regional stakeholders- including business and the universities- to get everybody on board with the Swansea story and engage them in the delivery of priorities, particularly relating to regeneration and jobs growth.

Recommendation 16: Investing and improving the city centre is rightly a key priority. At the same time, the council must ensure this is not be done, or seen to be done, at the expense of improvements and core services to the outer areas in such a way as to alienate communities who may not benefit directly.

Recommendation 17: The council should balance leadership of city and community, which could be done through practical measures such as;

- Ensuring new housing investment is used to regenerate communities
- Using local infrastructure to provide job search, skills development and jobs within the community
- Developing a programme to upgrading district centres
- Empowering local councillors by devolving budgets across the City and County
- Co-locating/ jointly delivering services within communities, to maximise resources across departments and organisations and to maintain a presence within communities.

Recommendation 18: The Council should invest in building a more commercial skills set and capability among staff and develop tools and training which help them identify opportunities across the organisation. (See Nottingham's Commercialism Toolkit, for example)

Recommendation 19: The Council should develop its trading arm, looking for opportunities in building management, vehicle maintenance, landscaping, solar energy and district heating. Be aware of the market and what it takes to be competitive- in terms of cost and quality.

Recommendation 20: The Council should maximise its use of resources by considering how reserves and the property portfolio could be used to provide a rate of return over the long term. For example, create a trading account in property services to recycle revenue earning capital receipts. Review the capital programme; be flexible in how the deficit is reduced and consider the balance between sales, borrowing and use of own cash flow.

Annex 2: Full case studies

Barrow Borough Council: Empowering staff

<http://www.local.gov.uk/documents/10180/11643/Barrow+Borough+Council+Empowering+staff.pdf/e3fb9ed9-93b1-4fd1-9029-4c248641c29f>

Nottingham City Council: Commercialism Programme

<http://www.local.gov.uk/documents/6281932/6282225/Nottingham+MJ+Awards+Submission+-+Commercialism.pdf/868bc9b4-efde-443e-a744-2e82ef84ecf3>

Sheffield City Council: Polishing the family silver

<http://www.local.gov.uk/documents/10180/11643/Sheffield+City+Council+Polishing+the+family+silver.pdf/abe05cb0-9726-4477-bb14-405eb9fc9b86>

Staffordshire Fire and Rescue Service: Change management

<http://www.local.gov.uk/documents/10180/11643/Staffordshire+Fire+and+Rescue+Service+Change+management.pdf/3d8cfaf7-83b8-43e9-b575-f73897c3b8e5>

CITY AND COUNTY OF SWANSEA

WLGA PEER REVIEW ACTION PLAN

THEME	ACTION	LEAD	KEY MILESTONES	WLGA REF	COMMENTS	PROGRESS TO DATE
Governance	<p>Undertake a “whole system” review of how we make decisions, to include:</p> <ul style="list-style-type: none"> • Member decision making: including Cabinet Member delegation, briefings, role of CACs and impact of scrutiny • Officer decision making, including the requirement to consult • Legal, EIA, audit, HR etc considerations • Programme management, including boards 	Head of Legal & Dem Services	<p>February-April 2015</p> <p>Report to Council AGM May 2015</p>	Recs 1, 2, 3 & 4	<p>The whole point of this aspect of the review was to move us to a more agile, business like and quicker approach to governance both at Member and Officer level</p> <p>There are many aspects of our processes that reinforce an old, risk adverse approach. We will need to agree a set of principles that underpin our future decision making processes</p> <p>This review will pick up a wide range of specific actions, as well as current actions to clarify roles and responsibilities. Further work is likely to pick up wider aspects of corporate governance</p>	<p>Scope of the Governance Review has been agreed and work has started</p> <p>Recommendations are likely to be phased, with the first phase focusing on underpinning principles of decision making and constitutional changes</p>

THEME	ACTION	LEAD	KEY MILESTONES	WLGA REF	COMMENTS	PROGRESS TO DATE
	<p>“Reinvent” the Local Service Board or a “city partnership” with:</p> <ul style="list-style-type: none"> • A smaller number of delivery focused priorities • A more radical approach to joint working and pooling of staff and resources • Greater engagement of Members in local projects 	<p>Chief Executive Head of Comms & Customer Engagement</p>	<p>Discussion paper on role of the LSB March 2015 Revised SSP Summer 2015</p>	<p>Recs 5 & 6</p>	<p>The Single Swansea Plan (SSP) already has agreed priorities but we do need to refocus efforts on delivery. The SSP is currently being reviewed</p> <p>The opportunities around community budgets are significant, but will be subject to a willingness by all partners to give up some sovereignty and to work differently to achieve better outcomes</p>	<p>A paper on options has been discussed by the Executive Board</p> <p>The proposal is to focus on 2/3 top priorities where partnership working is key to success eg: families in need</p> <p>Soundings will take place with LSB members</p> <p>Proposals will be brought to Members in the Summer</p> <p>Links have been made to the Governance review to recognise the role of the LSB</p>
Change	<p>Agree the “Swansea Story” and narrative that will underpin everything we do and ensure this is communicated through</p>	<p>Chief Executive Directors</p>	<p>Adopt Swansea Story April 2015 Future</p>	<p>Recs 10 & 11</p>	<p>The concept of a Swansea Story was already begun discussed in the Council.</p> <p>We will link engagement on this to the “Future Council” thinking</p>	<p>The Swansea Story has been drafted</p> <p>A programme of employee workshops, led by</p>

THEME	ACTION	LEAD	KEY MILESTONES	WLGA REF	COMMENTS	PROGRESS TO DATE
	visible leadership		Council engagement April-June 2015		and the “from/to” work with staff and Members Leadership Team needs to be visible across the organisation and to “walk the talk” Member visibility and engagement with staff will also be discussed	HoS and senior managers is being developed in early Summer to talk about this and the Future Council work
	Build relevant actions into the Innovation Programme, including increasing employee empowerment, problem solving and learning and ensure delivery across all Service Areas through the performance review process	Head of HR/OD Leadership Team	Revised Innovation Programme April 2015 Director/HoS contribution agreed from April 2015 Swansea Manager and Development Programme delivered during 2015	Recs 7, 12 & 13	Building in actions to the Innovation Programme will both consolidate this as central to what we need to do and ensure many more people are actively engaged in making it happen – the sum of the parts needs to be greater than the whole This is linked to visible and open leadership. The changes to the role of Leadership Team and the need to address the role and expectations of senior managers (the “Swansea Manager”) are high priorities Specific personal contributions will be built into individual appraisals and we will monitor how innovation is being	Swansea Manager and Development Programme agreed by Leadership Team Review underway of the impact so far of the innovation Programme Targets for promoting innovation will be built into HoS/senior manager targets from April 2015 Action Plans being developed following the Employee Opinion survey

THEME	ACTION	LEAD	KEY MILESTONES	WLGA REF	COMMENTS	PROGRESS TO DATE
					delivered across each Service Area	
	Develop a priority based approach to financial planning and delivery of whole Council change and savings, as part of <i>Sustainable Swansea</i> and the Medium Term Financial Plan	Director of Corporate Services Head of Finance & Delivery	Proposals to Cabinet June 2015 Mid Term Budget Statement October 2015	Recs 8 & 9	A more strategic approach to budgeting was signalled as part of our Mid-term Budget Statement We plan, through the Medium Term Financial process, to develop the links between what we spend and the outcomes and public value that we create	The MTFP now sets out medium term targets and policy statements for each Service block. Project has started on “smart budgeting” and how we map outcomes to money
Delivery	Develop the <i>Sustainable Swansea</i> delivery programme to include the contribution of all Service Areas, whether top down or bottom up ideas for change and savings and prioritise our efforts Develop a clear narrative for how we will deliver change by “Working Together, Working Differently”, linked to	Director of Corporate Services Head of Information & Business Change	Revised Delivery Programme to Cabinet May 2015 Change Plan to Executive Board March 2015	Rec 14	More work is required to ensure we have a strategic and whole Council approach to major change. This is essential to deliver <i>Sustainable Swansea</i> . Work had already commenced on this last Autumn through the additional proposals put forward as part of the budget process but further work is required to embed this. As part of the review of the Delivery Programme we will aim to strengthen the alignment	The Programme Delivery Team are revising the detailed plans with Sponsors and Strand Leads. A revised Delivery Programme will be produced to deliver the MTFP targets A Change Plan “Working Together Working Differently” has been produced. This covers

THEME	ACTION	LEAD	KEY MILESTONES	WLGA REF	COMMENTS	PROGRESS TO DATE
	cultural change				<p>between Sustainable Swansea and other major change across the Council</p> <p>A change plan is required to address both cultural issues and delivery of our corporate priorities and <i>Sustainable Swansea</i>.</p> <p>We will also review the role of senior managers in delivery and more radical options around redefining the role of third/fourth tier managers as general managers with corporate responsibilities (linked to the “Swansea Manager” work)</p>	<p>leadership, culture, people, systems, process and communications</p> <p>Work on the “Swansea Manager” role and expectations has started</p>
	Complete the corporate/common support service reviews to ensure we act as one Council in areas such as policy, performance project management, communications etc	Director of Corporate Services	Undertake remaining reviews March-September 2015	Rec 14	<p>A key message from much of the feedback was the need to act as one Council and to harness our skills, knowledge and resources to collective priorities.</p> <p>We have already agreed changes in how we deliver administrative support across the Council. Other functions will now be reviewed using the</p>	<p>Admin Support changes are being implemented and will continue to be monitored during 2015</p> <p>Executive Board have agreed a programme for the outstanding work, which forms part of</p>

THEME	ACTION	LEAD	KEY MILESTONES	WLGA REF	COMMENTS	PROGRESS TO DATE
					<p>same approach</p> <p>This will feed into the Commissioning Review of business support</p>	the Support Services Delivery Strand of <i>Sustainable Swansea</i>
	Engage partners in the Swansea Story and the delivery of <i>Sustainable Swansea</i> , building in collaboration opportunities to each Strand	Chief Executive Head of Comms & Customer Engagement	Present to LSB May 2015	Rec 15	<p>The Swansea Story will need to be presented to the LSB to get a shared view of the future vision and priorities</p> <p>We have held a number of partnership meetings to explain what <i>Sustainable Swansea</i> is, but we now need to develop the specifics, being pragmatic about who we work with and on what</p>	Swansea Story has been drafted and will be subject to wider engagement
	Delivery of our community leadership and local area management objectives, including city centre and neighbourhood regeneration	Director of Place Director of People Head of Comms & Customer Engagement	<p>Review of current plans March-June 2015</p> <p>Agree Branding Cabinet Awayday February/March 2015</p> <p>Agree Ward Budgets</p>	Recs 16 & 17	<p>The City Centre is one of the top 5 priorities and is being progressed</p> <p>We need to agree (learning from what has worked elsewhere) the detail about our local area management approach and how this covers, community leadership, area offices, joint delivery teams, local budgets etc. And then implement the changes.</p>	<p>Significant progress has been made on the City Centre redevelopment plans. Developer procurement is underway.</p> <p>Work is taking place to review the Council's brand and this will be linked into the Swansea Story</p>

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			Scheme April 2015		The promotion of the Swansea "brand" at a local level must not be lost.	Plans are being developed to increase support for local Members in their ward role, including increased budgets and better integration of front line operational services
	Develop a commercial culture across the Council and maximise opportunities to generate income from trading, assets and local businesses	Director of Corporate Services Strategic Commercial Manager	Commercial Council paper April 2015 Revised income/ savings targets May 2015 (as part of <i>Sustainable Swansea</i> delivery plan)	Recs 18, 19 & 20	This is one of the objectives of <i>Sustainable Swansea</i> and will be a particular priority in 2015, linked to the wider aim of cultural change. The MTFP includes additional income and savings targets from The Commercial Panel and Service Income Leads are already in place and a number of ideas are being generated for trading and raising income from a more business-like approach etc We will research good practice from elsewhere	Savings/income targets have been built into the Sustainable Swansea Delivery Programme and are under review Discussion paper on the Commercial Organisation has been produced for Executive Board Visit to Nottingham has taken place and further contact has been made