

Corporate Culture Scrutiny Inquiry – Terms of Reference

1. The Key Question

How can the City and County of Swansea ensure that service delivery is always supported by a can do culture?

2. Key Lines of Inquiry

- What does a can do culture look like? How would we know it when we see it?
- What are the benefits of a can do culture? Can they be quantified?
- What have successful councils done to achieve a can do culture?
- What have organisations in other sectors done to achieve a can do culture?
- How do we know how innovative we are?
- How can we create the environment where more people feel free to innovate, to do the right things for our customers in the right way?
- How can councillors contribute to a can do culture?

3. Why this Matters

- A can do culture underpins the Council's Sustainable Swansea: Fit for the Future Programme and its three strands of Efficiency, Prevention and New Models of Delivery
- Having the right corporate culture is essential if the Council is to effectively tackle the challenges it faces e.g. demand management, reduced resources and rising expectations
- The Council's policy commitments set out the need to create a can do culture to help turn our city around
- The Council wants staff culture to be more focused on empowerment, personal responsibility, innovation and collaboration. An innovation programme has been set up to achieve this
- This is a difficult and challenging subject – learning from success elsewhere is essential

4. Key Contacts

Panel Convener: Councillor Andrew Jones
Lead Scrutiny Officer: Michelle Roberts
Lead Cabinet Member: Councillor Clive Lloyd

INQUIRY TIMETABLE/PROJECT PLAN
Corporate Culture Scrutiny Inquiry Panel

Meeting date and venue	Evidence being gathered
Meeting 1 12 Nov 14 5.00pm	<ul style="list-style-type: none"> • Overview of subject area by Director Corporate Services and Organisational Development Manager • Discuss Terms of Reference/Scope of the Inquiry •
Meeting 2 15 Dec 14 4.30pm Purple Room	<ul style="list-style-type: none"> • Visit/meet in Purple Room and meet with Innovation Officer and look at events/innovation work etc? • Agree Inquiry Terms of Reference, Timetable of Work and discuss consultation activities
Call for evidence published and introduction blog for inquiry	
Meeting 3 12 January 2015 5pm	<ul style="list-style-type: none"> • Focus Group/roundtable meeting with Innovation Leads
Online survey for Councillors written	
Meeting 4 28 January 15 5pm Meeting Room 3	<ul style="list-style-type: none"> • Results of the recent staff survey presented to Panel – Lee Wenham • Feedback of relevant parts of the Peer Review and Governance review – Dean Taylor • Look at how we communicate to/with staff – Lee Wenham
Meeting 5 11 February 15 5pm Meeting Room 3	<ul style="list-style-type: none"> • Speak to Cabinet Member for Transformation and Performance • Meet with Councils commercial manager to discuss innovation and the strand around income generation
Meeting 6 25 February 15 5pm Meeting Room 3	<ul style="list-style-type: none"> • Results of online councillor survey and other consultation exercises carried out by panel discussed • Look at practice / initiatives elsewhere
Meeting 7 March – TBA	Discuss emerging findings and conclusions (including looking at a summary of evidence you have gathered)
Meeting 8 Mar/Apr - TBA	Draft final report to be discussed by Panel and then forwarded to Scrutiny Programme Committee/Cabinet.
Other work identified as possible – to be discussed further: <ul style="list-style-type: none"> • Focus group with cross section of staff 	