

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>

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	<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>
<p>Change</p>	<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>

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	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

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					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

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	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>

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					<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