

# Scrutiny Work Planning Conference

8<sup>th</sup> June 2015

Committee Room 1, Civic Centre

## Agenda

4.00	<b>Welcome</b>	Councillor Mary Jones
4.05	<b>Introduction</b> <ul style="list-style-type: none"><li>• Aims for the conference</li><li>• Overview of the work planning process</li><li>• What Makes a Good Topic?</li></ul>	Dave Mckenna
4.10	<b>Current Work Plan</b> <ul style="list-style-type: none"><li>• Update on last year's priorities</li><li>• Business as Usual Items</li><li>• Collaborative Scrutiny (Western bay, ERW)</li></ul>	Dave Mckenna
4.20	<b>Corporate Priorities – Directors' Overview</b> <ul style="list-style-type: none"><li>• Outline of the Council's Priorities and the main strategic challenges facing the Council.</li></ul>	Dean Taylor, Director of Corporate Services
4.40	<b>Suggestions for the Work Programme</b> <p>From:</p> <ul style="list-style-type: none"><li>• Councillors (survey)</li><li>• Cabinet (survey / email)</li><li>• Staff (from survey)</li><li>• Public (survey / relevant consultations)</li></ul>	Dave Mckenna
4.50	<b>Small Group Discussions</b> <ul style="list-style-type: none"><li>• What should be the work plan priorities for 2015/16?</li><li>• Is anything important missing?</li><li>• Is the balance right across Cabinet portfolios?</li></ul>	All
5.30	<b>Feedback and Conclusions</b>	Dave Mckenna
6.00	<b>Close</b>	Councillor Mary Jones

### Attachments:

1. Presentation Slides
2. Work Programme Headlines 2014-15
3. 2015-16 Current Work Programme
4. Council Priorities – Director's Overview
5. Work Programme Topic Suggestions
6. Cabinet Portfolios

Slide 1

# The Fourth Annual Scrutiny Work Planning Conference

8<sup>th</sup> June 2015

**Swansea Scrutiny**  
question...investigate...improve

City and County of Swansea  
Dedicated to the People

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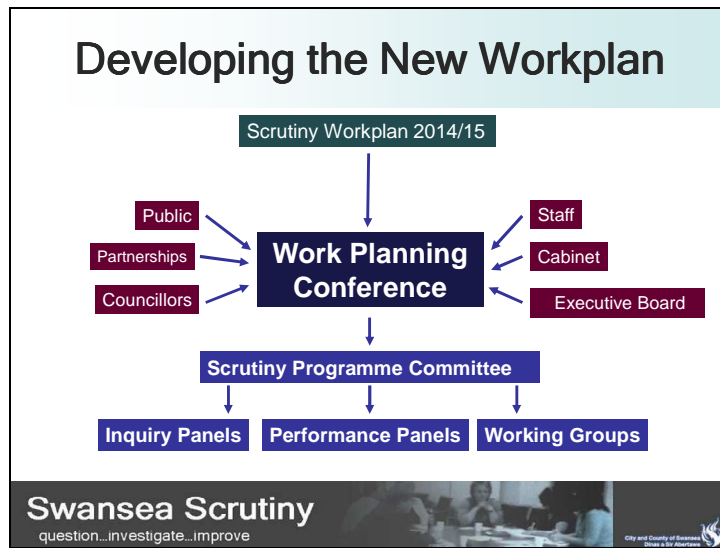
## Aims for Today

- To review the current workplan
- To consider different perspectives and suggestions
- To check nothing major has been missed

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## What Makes a Good Workplan?

Overview and scrutiny is councillor-led, takes into account the views of the public, partners and regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance.

Characteristics of Effective Scrutiny  
(Wales Audit Office / Centre for Public Scrutiny in Wales)

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## What Makes A Good Topic?

- Strategic and significant
- An issue of concern
- A good use of scrutiny time and resources



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## Current Workplan

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## Last Year's Priorities

- **School Governance (became an in-depth inquiry)**
- **Corporate Culture (became an in-depth inquiry)**
- **Mental Health Services (became CAMHS in-depth inquiry)**
- **Sustainability (became a working group)**
- **Corporate Building & Property Services (became a working group)**

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question...investigate...improve




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## Business As Usual Items

- Performance Panels
  - Schools
  - Service Improvement and Finance
  - Child and Family Services
  - LSB
- TASS Panel
- Cabinet Member Q&As
- Crime and Disorder (Statutory Item)
- Pre-decision
- Unforeseen Items

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## Collaborative Scrutiny

- Western Bay scrutiny under development
- ERW scrutiny under development

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Slide 10

## Council Priorities and Strategic Priorities

Dean Taylor, Director of Corporate Services

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## Suggestions for the Workplan

- Councillors (survey)
- Cabinet (survey / email)
- Staff (from survey)
- Public (survey / relevant consultations)

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## Group Discussion

- What should be the priorities for the next year?
- Is anything important missing?
- Are all cabinet portfolios covered?

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# Summary and Close

## **Work Programme Headlines 2014-15**

- 4 Inquiry Reports published (in-depth scrutiny):
  - Inward Investment
  - Public Engagement
  - Streetscene
  - Social Care at Home

*(of the 3 reports considered by Cabinet so far – 93% of recommendations accepted in full or part)*
- Inquiry into Corporate Culture recently completed; Inquiry into Education Inclusion in the middle of evidence gathering; Inquiries into School Governance, and Child & Adolescent Mental Health Services established.
- Impacts made by previous scrutiny inquiry recommendations:
  - Tourism
  - Affordable Housing
  - Public Transport
- Committee Cabinet Member Q & As – all Cabinet Members involved
- Crime & Disorder Scrutiny – Safer Swansea Partnership
- Pre-decision Scrutiny:
  - Proposed Lease of Underhill Park to Mumbles Community Association
  - Everyone's IT - The Move to an In-house Managed ICT Service
- Performance Panels (ongoing monitoring):
  - Service Improvement & Finance
  - Schools
  - Child & Family Services
  - Local Service Board (*multi-agency Panel*)
- Other Panels / Working Groups:
  - Transformation of Adult Social Services
  - Planning Services
  - Car Parking
  - Corporate Building & Property Services
  - Local Flood Risk Management
  - Sustainability

(98 Panel / Working Group meetings held)
- 76 Letters to Cabinet Members – effectively mini-reports with conclusions and proposals from scrutiny – and responses.
- Increase interest from public – suggestions for questions / requests for scrutiny
- Increased councillor attendance at scrutiny meetings (72%)
- Action Plans agreed to improve the impact of scrutiny, and communication and public engagement
- Committee developed protocol for co-option
- Positive comments – WLGA Peer Review / WAO Corporate Assessment / CSSIW
- Scrutiny Development Session held: Making Scrutiny More Effective, facilitated by Ian Bottrill from the Centre for Public Scrutiny in Wales / Self-Evaluation Workshop held



## **2015/2016 Current Work Programme**

### **Inquiry Panels (in progress):**

- Corporate Culture (final report stage)
- Education Inclusion (evidence gathering)
- School Governance (evidence gathering)
- Child & Adolescent Mental Health Services (pre-inquiry stage)

### **Inquiry Panels (completed) – follow ups:**

- Services for Looked After Children
- Support to Care Leavers
- Attainment & Wellbeing
- Economic Inactivity
- Inward Investment
- Public Engagement
- Streetscene
- Social Care at Home

### **Performance Panels:**

- Service Improvement & Finance Performance Panel:
  - Quarterly Corporate Performance Monitoring
  - Corporate Improvement Plan
  - Budget Monitoring (incl. Cabinet Member Q & As re. implementation of budget decisions / progress against savings targets)
  - Budget Scrutiny
  - Recycling and Landfill – Annual Performance Monitoring
  - Welsh Public Library Standards – Annual Performance Report
  - ICT Service
  - Grand Theatre
  - City Centre Regeneration
  - Parks & Gardens
- Local Service Board Performance Panel:
  - Examining what difference the Swansea Local Service Board (LSB) is making for citizens?
  - Focus on Older People's Independence LSB priority
- Schools Performance Panel:
  - Challenge Session with 3 Schools Identified as Causing Concern
  - Education Through Regional Working (ERW) Business Plan
  - The Education Improvement Grant
  - Changes to Home to School Transport Policy
  - Elective Home Education
  - Looked After Children Educational Performance and Support
  - Gypsy Traveller Children Educational Performance and Support

- Special Education Needs Education Reform Agenda
  - Curriculum Changes and Implications for Schools
  - Reviewing the Work of the School Improvement Service
  - Overview of the Effect of Budget Cuts on Education and Schools Including Closure of Breakfast Clubs
  - Annual Education Performance (Verified Data)
  - School Categorisation
  - Sharing Good Practice Across Schools
- Child & Family Services Performance Panel:
    - Quarterly Performance Monitoring of Child & Family Services
    - Progress and Performance of the Signs of Safety Practice Model
    - Effectiveness of Prevention Services
    - Western Bay Children's Safeguarding Board – Governance
    - Development & Implementation of The Post-16 Service
    - Progress and Performance of the Intensive Family Support Service
    - Performance of Regionally Provided Services: Adoption Service, Youth Offending Service
    - Performance of Services for Disabled Children
    - Domestic Abuse and the Impact on Looked After Children Numbers

**Other Panel:**

- Transformation of Adult Social Services Panel:
  - Domiciliary Care Commissioning Review
  - Network Hubs
  - Support for Carers
  - Local Area Coordination
  - Volunteering & Befriending
  - Procurement
  - Care Costs for Domiciliary, Residential Care & Day Services

**Working Groups:**

- Roads / Highway Maintenance Working Group
- Young Carers Working Group
- Local Flood Risk Management Working Group
- Sustainability Working Group
- Civic Events Working Group
- Target Areas Working Group
- Welsh Housing Quality Standard Working Group

**Committee Review:**

- Review of Gypsy & Traveller Site Search Process

**SCRUTINY WORK PLANNING CONFERENCE**  
**8 JUNE 2015**  
***COUNCIL PRIORITIES – DIRECTORS’ OVERVIEW***

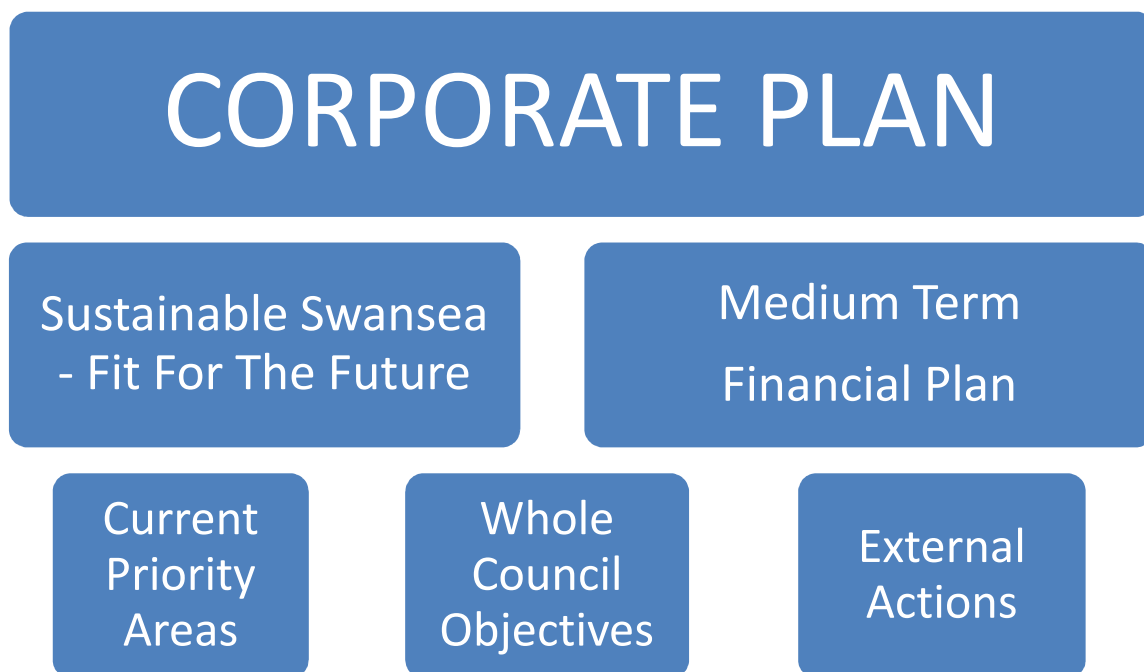
**A PURPOSE**

This brief paper outlines the Council’s Priorities and the views of the Chief Executive and Directors on the main strategic challenges facing the Council. The paper is intended to support Scrutiny Members in setting a work programme for the municipal year.

**B BACKGROUND**

Scrutiny wishes to focus its time on the major challenges facing the Council and the key decisions that Cabinet will need to take during the course of the year.

This paper provides the context for this from the following areas:



## C CORPORATE PLAN

The Corporate Plan 2015/17, *Delivering for Swansea* was approved by Council in February 2015. It sets out our top 5 Priorities for the medium term as follows:

<b>City and County of Swansea Corporate Plan Priorities</b>
Safeguarding Vulnerable People
Improving Pupil attainment
Creating a Vibrant and Viable City Centre Economy
Tackling Poverty
Building Sustainable Communities

The Priorities are underpinned by 3 key principles:

1. *Sustainability*
2. *Prevention*
3. *Partnerships*

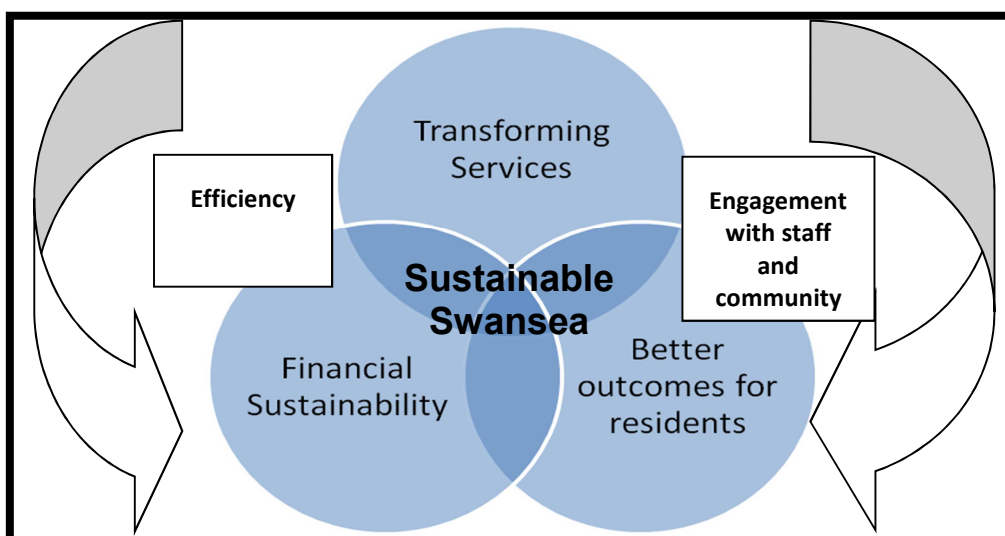
By definition, an increasing amount of our effort and resources will be directed to achieving these priorities. Work is taking place to consolidate the policy commitments within the 5 Priorities.

Consequently, Scrutiny will no doubt wish to ensure that these priorities are sufficiently reflected in the work programme.

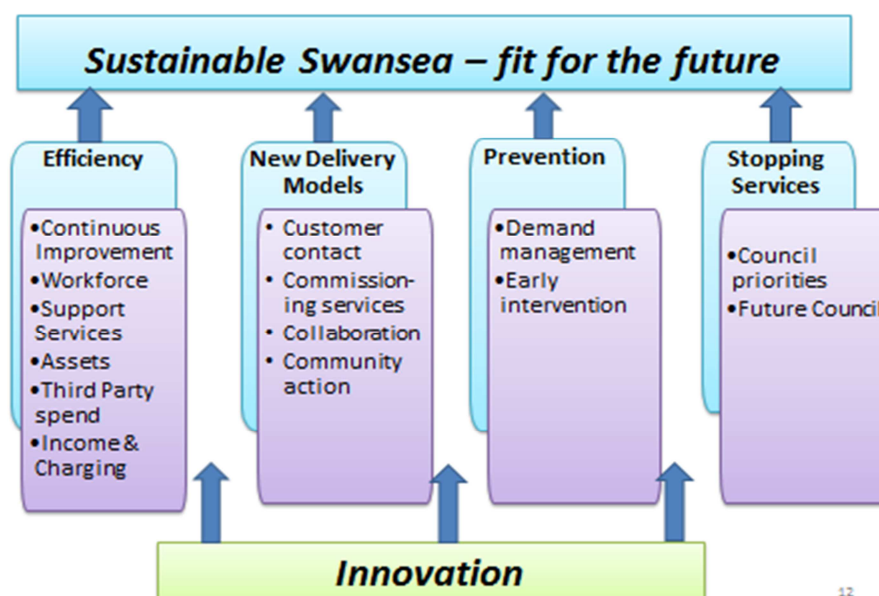
## D SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

*Sustainable Swansea* sets out our strategic and long term framework for whole Council change and service transformation to meet the financial and other challenges that we face.

Sustainable Swansea has 3 key objectives:



Sustainable Swansea currently (this is under review) has 4 workstreams and 14 Delivery Strands, underpinned by our Innovation Programme:



The Delivery Programme for *Sustainable Swansea* is being developed to ensure that we build in and align all other major service change and so that the contribution of all services to achieving the overall change is clearly identified and monitored.

Delivery of *Sustainable Swansea* is clearly central to the work of both Cabinet and the Leadership Team and Scrutiny engagement in this would be welcomed.

## E MEDIUM TERM FINANCIAL PLAN (MTFP)

The MTFP sets out the Council's 3 year spending plans, how we propose to manage financial pressures and how we will fund our priorities. As well as the annual (February) MTFP, we have also introduced a Mid-Year Budget Statement (October).

The current estimate of savings for the next 3 years, 2015/16 to 2017/18, is £80m. The MTFP sets out the following strategic savings targets for major service blocks:

Service	Current Budget £m	Percentage Reduction/Increase over 3 Years	Amount Realised £m
Schools & Education	159.5	-15	-23.9
Social Care: Child & Families	39.1	-15	-5.9
Social Care- Adults	65.6	-20	-13.1
Poverty & Prevention*	3.5	+5	+0.2
Place	54.0	-50	-26.5
Corporate Services	25.1	-50	-12.5
Total	346.8m		-81.7m

The review of the *Sustainable Swansea* Delivery Programme will propose how these savings will be delivered through the 4 Workstreams and 14 Delivery Strands and Projects.

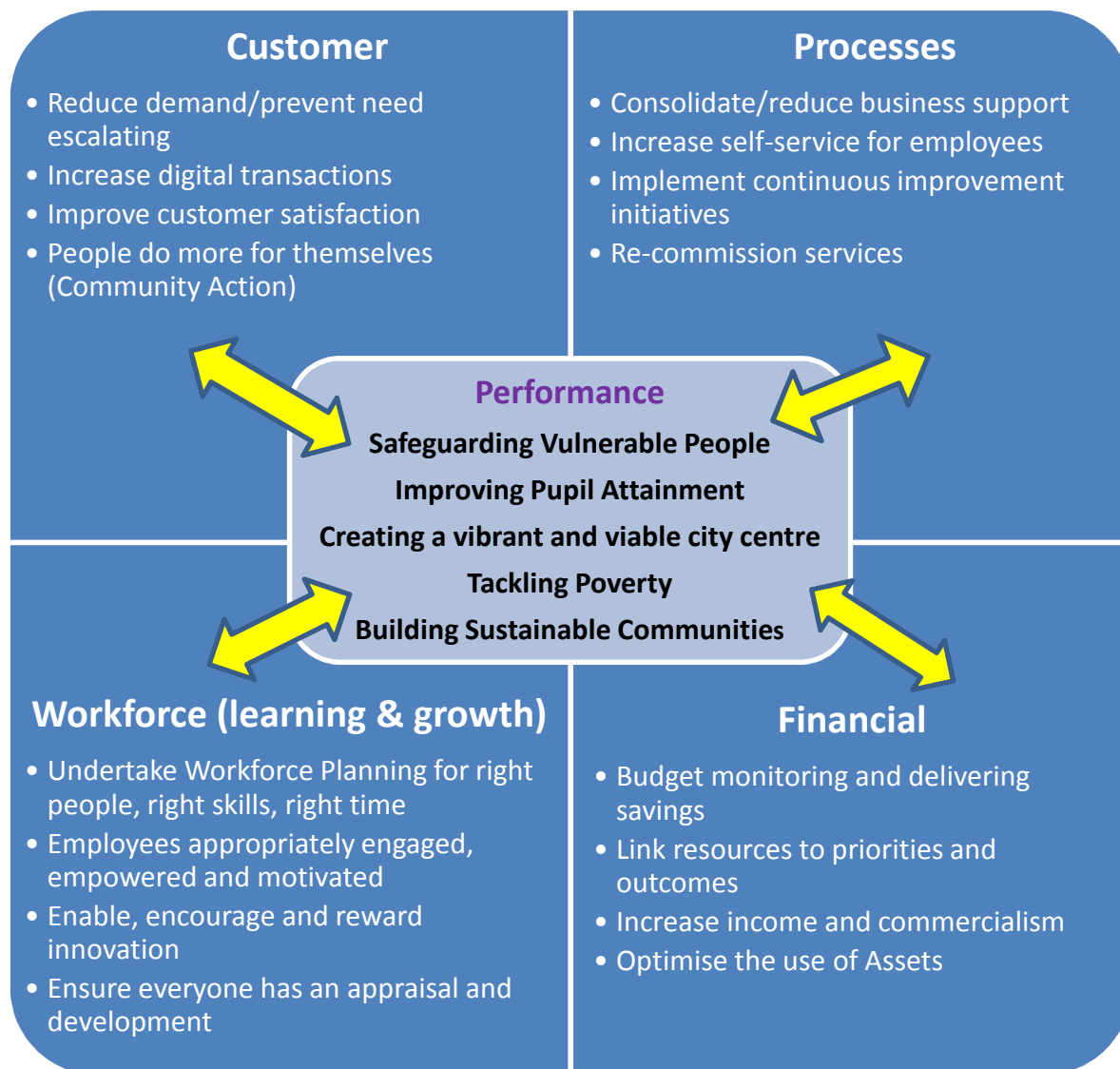
A key objective for the MTFP is to ensure a clearer link between funding and outcomes, linked to our priorities.

Scrutiny is already engaged in work around the MTFP and budget choices and the new work programme will inevitably include the key decisions during the Autumn and Winter cycles.

## F WHOLE COUNCIL OBJECTIVES

The Corporate Plan and Sustainable Swansea contain our priorities for the medium term, within the financial framework of the MTFP.

To ensure that we are on track with delivery, the Executive Board has identified a number of whole Council objectives that sit within the “balanced scorecard” quadrants, as illustrated below:



These will be monitored by the Executive Board during the course of the year.

## G EXTERNAL ACTIONS

The Council is also required to respond to a range of external inspections, reports and recommendations. These are linked to the relevant priorities and other work above. But for completeness, the major (not exhaustive) current external actions are as follows:

EXTERNAL AGENCY	COMMENT
Estyn	<ul style="list-style-type: none"> <li>• Improvement Plan following the inspection in 2013</li> <li>• Action plan is in place and monitored by the Chief Executive's Improvement Board</li> </ul>
Welsh Audit Office	<ul style="list-style-type: none"> <li>• Corporate Assessment undertaken in November 2014</li> <li>• Report to be considered by Council on June 2015</li> </ul>
WLGA Peer Review	<ul style="list-style-type: none"> <li>• Peer Review undertaken in September 2014</li> <li>• Action Plan has been reported to Council and will be monitored by the Executive Board</li> </ul>
CSSIW	<ul style="list-style-type: none"> <li>• Report on social care in the Council, reported to Council in Autumn 2014</li> <li>• Action Plan being implemented</li> </ul>

## H CURRENT PRIORITY AREAS

Flowing from the Corporate Plan and the work on *Sustainable Swansea*, the following is a summary of the key priority areas over the next year or so:

<b>STRATEGIC CHALLENGES</b>
<ul style="list-style-type: none"> <li>• Meeting the Welsh Housing Quality Standard</li> <li>• Building More Homes</li> <li>• HMOs and Saturation</li> <li>• City Centre and district centres licensing policy</li> <li>• City Centre Regeneration</li> <li>• Planning Committee changes and the Planning Bill</li> <li>• European Funding</li> <li>• Waste – Recycling strategy</li> <li>• Highways – City Centre infrastructure, highways condition</li> <li>• Cultural strategy</li> <li>• Library Review</li> <li>• Asset management and disposal strategy</li> </ul>

<ul style="list-style-type: none"> <li>• Sustainable Swansea Delivery eg: <ul style="list-style-type: none"> <li>○ Commercialism</li> <li>○ Customer Contact Transformation</li> <li>○ Commissioning Reviews</li> <li>○ Prevention Strategy</li> </ul> </li> <li>• Medium Term Financial Plan and Budget Savings</li> <li>• Performance Management and Improvement (including Action Plans from the Peer Review and WAO Corporate Assessment)</li> <li>• Information Management and Technology improvements (including the new in housed managed ICT service)</li> <li>• Council wide Cultural change</li> </ul>
<ul style="list-style-type: none"> <li>• Remodelling Adult Services and changing the balance of care</li> <li>• Integrating care services with community health services</li> <li>• Safeguarding children and vulnerable people</li> <li>• Implementing new provider models in care services</li> <li>• Safely reducing the numbers of Looked After Children</li> <li>• Improving educational attainment at all levels</li> <li>• Improving education attendance</li> <li>• Implementing the Estyn local authority Post-Inspection Action Plan</li> <li>• Remodelling education provision in the light of the behaviour review</li> <li>• implementing the Social Services and Wellbeing Act</li> <li>• Review of the corporate Tackling Poverty Strategy</li> <li>• Providing effective support to reduce the numbers Not in Education, Employment or Training</li> <li>• Develop partnerships to manage the introduction of Universal Credit</li> <li>• Embed the UNCRC in Council services and systems</li> <li>• Through the LSB – take action to promote independence of older people, and to reduce incidents of domestic abuse</li> </ul>
<p><b>KEY CABINET DECISIONS</b> <i>(dates are approximate)</i></p>
<ul style="list-style-type: none"> <li>• More Homes Project (Sept)</li> <li>• City Centre framework (Sept), Appointment of developer (Dec)</li> <li>• Commissioning Reviews: <ul style="list-style-type: none"> <li>• Waste</li> <li>• Culture &amp; Leisure</li> <li>• Libraries</li> <li>• Catering and Cleaning</li> <li>• Business Support</li> <li>• Domiciliary Care</li> </ul> </li> <li>• Highways - Members Environmental Improvements (October)</li> <li>• Cultural Strategy (November)</li> <li>• Asset Disposal Strategy (September)</li> </ul>
<ul style="list-style-type: none"> <li>• Mid Term Financial Statement (Oct/Nov)</li> <li>• Budget Strategy (Dec)</li> <li>• MTFP &amp; Budget 2016/17 (Jan/Feb 2016)</li> <li>• ICT Strategy (Sept/Oct)</li> </ul>



- Adopt remodelled Adult Services transformation programme (Sept?)
- Adopt a Children and Young People Plan, with embedded UNCRC actions (Sept?)
- Review and adopt new policy on Home to School Transport (Nov?)
- Adopt Best Start in Life (Readiness for School) Strategy (Sept)
- Adopt Safer Swansea Plan (Sept)

These issues reflect the priorities for the relevant Cabinet Members.

## Scrutiny Work Planning Conference 2015

### Current Work Programme / Topic Suggestions Received

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
<b>FINANCE &amp; STRATEGY (LEADER)</b>					
Service Improvement & Finance Performance Panel	✓				
Local Service Board Performance Panel	✓				
Budget scrutiny (Service Improvement & Finance Performance Panel)	✓				
Budget monitoring (Service Improvement & Finance Performance Panel) <i>(overspends; large spends in February/March - was the budget needed?)</i>	✓			✓	
Relationship between national and local government – impacts of national policy on local decision-making				✓ (3)	
Efficiency - reducing wage bill <i>(focus on reducing layers of managers and high salaries)</i>					✓
Income - sell Council owned buildings <i>(e.g. Civic Centre, Mansion House)</i>					✓
Learning from businesses and other councils who have experience in dealing with tough economic climate					✓
<b>SERVICES FOR CHILDREN &amp; YOUNG PEOPLE (DEPUTY LEADER)</b>					
Child & Adolescent Mental Health Services Inquiry	✓				
Child & Family Services Performance Panel	✓				
Young Carers Working Group	✓				
Service for Looked After Children – Inquiry Follow Up	✓				
Support to Care Leavers – Inquiry Follow Up	✓				
Attainment & Wellbeing - Inquiry Follow Up	✓				
Keeping children safe (Child & Family Services Performance Panel)	✓				✓ (3)
Children's Services proposals (Child & Family Services Perf. Panel)	✓				✓ (3)
Foster Swansea (Child & Family Services Performance Panel)	✓				✓ (3)

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
<b>ANTI-POVERTY</b>					
Target Areas Policy <i>(progress on this core policy approach)</i> (Working Group)	✓	✓			
<b>EDUCATION</b>					
Education Inclusion Inquiry	✓				
School Governance Inquiry	✓				
Schools Performance Panel	✓				
Schools budget <i>(funding formula for schools delegated budgets / impact of cuts on standards and pupil wellbeing)</i> (Schools Performance Panel)	✓	✓ (2)		✓	
Home to school transport (Schools Performance Panel)	✓	✓			✓
Behaviour Support <i>(how behaviour is managed across schools / good practice)</i> (Schools Performance Panel)	✓	✓			
Children educated at home (Schools Performance Panel)	✓	✓ (2)			
Impact of ERW - attainment, funding and scrutiny (Schools Performance Panel)	✓		✓		
Breakfast Clubs <i>(review of delivery of free breakfast clubs)</i> (Schools Performance Panel)	✓				✓
Monitoring of School Performance (Schools Performance Panel)	✓	✓			
Schools and Learning (Schools Performance Panel)	✓	✓			✓ (2)
School buildings programme / modernisation <i>(incl. funding issues - present phase A and how we would respond to WG phase B)</i>		✓	✓		
School building use		✓			
School support services		✓			
School Meals <i>(increase in price of school meals)</i>					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
<b>ENTERPRISE, DEVELOPMENT &amp; REGENERATION</b>					
Economic Inactivity – Inquiry Follow Up	✓				
Inward Investment – Inquiry Follow Up	✓				
Library Service Performance ( <i>e.g. rationale for closures</i> ) (Service Improvement & Finance Performance Panel)	✓	✓			
Planning S.106 agreements		✓			
Tidal Lagoon Project <i>pre-decision</i> )		✓			
Urban Planning ( <i>how the LDP and planning in general was set up for the major developments in the city centre and around the north of Swansea</i> )			✓		
Potential for charging at cultural facilities ( <i>e.g. Museums</i> )					✓
Volunteering Schemes – Libraries / Parks					✓
<b>ENVIRONMENT &amp; TRANSPORT</b>					
Streetscene – Inquiry Follow Up	✓				
Local Flood Risk Management Working Group	✓				
Roads / Highway Maintenance Working Group	✓				
Monitoring of Rubbish and Recycling Collection Service ( <i>incl. provision of central recycling points within communities</i> ) (Service Improvement & Finance Performance Panel)	✓		✓		✓
Monitoring of Transport Service		✓			✓
Traffic Management ( <i>Working Group</i> )		✓			✓
Procurement of vehicles		✓			
Street lighting ( <i>appropriate amounts on streets and car parks</i> )					✓
Car parks					✓
Park & Ride and other bus service reductions and efficiencies					✓
Fly tipping					✓
Dog fouling					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
<b>HOUSING &amp; COMMUNITIES</b>					
Review of Gypsy & Traveller Site Search Process (Scrutiny Programme Committee)	✓				
Welsh Housing Quality Standards (Working Group)	✓	✓			
Monitoring of Corporate Building Services <i>(issues re. procurement / costing / joining up of information / competitiveness with external contractors in relation to cost / time)</i>		✓ (5)		✓	
Asset Management / Community Asset Transfer <i>(process for supporting the transfer of services and facilities to community/3rd sector/other providers. Is there a clear and consistent procedure, guidance or strategy?)</i>		✓			✓
Housing Prospects		✓			
Managing Empty Homes <i>(Working Group)</i>		✓			
Monitoring of buildings maintenance <i>(e.g. schools / community centres)</i>		✓			
<b>SERVICES FOR ADULTS &amp; VULNERABLE PEOPLE</b>					
Social Care at Home – Inquiry Follow Up	✓				
Transformation of Adult Social Services <i>(incl. independent living / social services proposals for the re-ablement of older people and care for disabled adults)</i> (TASS Panel)	✓	✓ (3)	✓		✓ (3)
Western Bay Health & Social Care Programme <i>(role of councillors?, need to move quicker on establishing scrutiny arrangements; services incl. Old People's homes fit for the future?)</i>		✓	✓		

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
<b>TRANSFORMATION &amp; PERFORMANCE</b>					
Corporate Culture Inquiry	✓				
Public Engagement – Inquiry Follow Up	✓				
Service Improvement & Finance Performance Panel	✓				
Sustainability Working Group	✓				
Civic Events Working Group	✓				
Corporate Improvement Plan (Service Improvement & Finance Performance Panel)	✓	✓			
Monitoring of Corporate Culture (Inquiry)	✓	✓			
Procurement process <i>(how efficient? does it take too long? – incl. contracts for works – control of costs)</i>		✓ (3)	✓	✓	
Renewable energy <i>(Working Group)</i>		✓ (2)			
Corporate Complaints Process		✓			
Adopting a commercial approach <i>(how do we encourage a more commercial approach within the council, exploring potential for earnings)</i>			✓		
Sustainable Swansea - Fit for the Future programme				✓	
Single Status / Job Evaluation <i>(progress incl. appeals – why it's taken long / evaluation of whole process)</i>				✓	
Digital Service <i>(reduce the amount of leaflets and brochures produced e.g. Swansea Leader - do more things online)</i>					✓
Income - charging for residents' parking					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
<b>WELLBEING &amp; HEALTHY CITY</b>					
Crime & Disorder Scrutiny (Scrutiny Programme Committee)	✓				
Transformation of Adult Social Services Panel	✓				
Human Trafficking		✓			
Self-Harming		✓			
Engaging hard to reach groups <i>(how are we actually communicating with ethnic minorities)</i>		✓			
Parks Service <i>(impact of budget cuts / community involvement)</i>		✓			
Stop Smoking Initiatives <i>(anti-smoking policies)</i>			✓		
Alcohol <i>(are the various partners doing enough in a co-ordinated manner, to prevent the various harmful effects it can cause?)</i>			✓		
The use of legal highs				✓	
Children's play/youth services					✓
Reconfiguration of Youth Services					✓
Remodelling of residential and outdoor centre provision <i>(including an increase in charging and income generation options)</i>					✓
Anti-social behaviour					✓
Tethered horses <i>(need for coherent policy relating to horse tethering &amp; horse management / welfare to address issues to the benefit of horses, local communities, and council resources; learning from examples / actions elsewhere)</i>					✓

<b>Finance &amp; Strategy (Leader) (Cllr Rob Stewart)</b>	<b>Services for Children &amp; Young People (Deputy Leader) (Cllr Christine Richards)</b>	<b>Anti-Poverty (Cllr Will Evans)</b>	<b>Education (Cllr Jennifer Raynor)</b>	<b>Enterprise, Development &amp; Regeneration (Cllr Robert Francis-Davies)</b>
<ul style="list-style-type: none"> <li>• Finance – Budget Cycle</li> <li>• Delivery and Performance</li> <li>• Information &amp; Business Change (inc ICT)</li> <li>• Strategic Estates &amp; Property</li> <li>• Poverty</li> <li>• Local Service Board / Community Leadership</li> <li>• Regional Working / Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Child and Family Services</li> <li>• Play</li> <li>• Youth Services &amp; Promoting Youth Inclusion</li> <li>• Early Intervention / Prevention</li> <li>• Youth Offending Service</li> <li>• Youth Citizenship</li> <li>• Opportunities for Young People</li> <li>• UNCRC champion</li> <li>• NEETS (Link with education)</li> <li>• Regional Adoption Service</li> <li>• CYP Board</li> <li>• Continuum of Care</li> <li>• Safe LAC Reduction Strategy</li> <li>• Flying Start</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty Strategy</li> <li>• Communities First</li> <li>• Welfare Rights</li> <li>• 3rd Sector</li> <li>• Social Inclusion</li> <li>• Localised Services</li> <li>• Welfare Reform</li> <li>• Financial Inclusion</li> <li>• Digital Inclusion</li> <li>• Food Access / Growing</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion &amp; Learner Support</li> <li>• School Improvement</li> <li>• Planning &amp; Resources</li> <li>• Schools</li> <li>• City of Learning</li> <li>• NEETS</li> <li>• Education through Regional Working (ERW)</li> <li>• Schools' Organisation and Performance</li> <li>• Quality in Education (QEd)</li> <li>• Education Charter</li> </ul>	<ul style="list-style-type: none"> <li>• City Region</li> <li>• Economic Development and Investment</li> <li>• Tourism and Destination Marketing</li> <li>• Planning Policy / Local Development Plan</li> <li>• Adult Learning / Workways</li> <li>• City Centre</li> <li>• City of Culture</li> <li>• Heritage</li> <li>• Science City</li> <li>• Universities</li> <li>• Creative City</li> <li>• Suburban Centres</li> </ul>
<b>Environment &amp; Transport (Cllr Mark Thomas)</b>	<b>Housing &amp; Communities (Cllr David Hopkins)</b>	<b>Services for Adults &amp; Vulnerable People (Cllr Jane Harris)</b>	<b>Transformation &amp; Performance (Cllr Clive Lloyd)</b>	<b>Wellbeing &amp; Healthy City (Cllr Mark Child)</b>
<ul style="list-style-type: none"> <li>• Transport Policy</li> <li>• Highways &amp; Engineering</li> <li>• Waste Management</li> <li>• Marina</li> <li>• Streetscene</li> <li>• Repairs and Capital</li> <li>• Sustainable Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Community Cohesion</li> <li>• Council House Management</li> <li>• Council House Repairs</li> <li>• Homelessness</li> <li>• Housing Policy and Affordable Housing</li> <li>• Neighbourhood Working</li> <li>• Community Development</li> <li>• Welsh Housing Quality Standard (WHQS)</li> <li>• Community Building &amp; Asset Transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Elderly Care</li> <li>• Activities to Promote Independence &amp; Health</li> <li>• Mental Health</li> <li>• Learning Disability</li> <li>• Joint Equipment</li> <li>• Assessment / Care Management</li> <li>• Domestic Abuse</li> <li>• Supporting People</li> <li>• Integration of Health and Social Care</li> <li>• Western Bay</li> <li>• Older People's Champion</li> <li>• Transformation of Adult Social Services (TASS)</li> </ul>	<ul style="list-style-type: none"> <li>• Comms and Engagement</li> <li>• Legal and Democratic</li> <li>• Commercial Services</li> <li>• Financial Services</li> <li>• Human Resources / Organisational Development</li> <li>• Customer Contact</li> <li>• Scrutiny</li> <li>• Risk &amp; Resilience</li> <li>• Member Development</li> <li>• Sustainable Swansea – Fit for the Future</li> <li>• Future Generations</li> <li>• Sustainable Development</li> <li>• Health &amp; Safety Policy</li> <li>• Commissioning Organisation</li> <li>• Demand Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Early Intervention &amp; Prevention</li> <li>• Equalities (Access to Services)</li> <li>• Diversity</li> <li>• Public Protection</li> <li>• Culture: Sports &amp; Arts</li> <li>• Parks</li> <li>• Healthy Cities / Greener Cities</li> <li>• Community Safety / Safer Swansea Partnership</li> <li>• Drugs / Alcohol</li> <li>• ASB</li> <li>• Well-being</li> <li>• Healthy Night Life / Purple Flag</li> <li>• Healthy City Partnership</li> </ul>

All Cabinet Portfolios: Lead elements of Sustainable Swansea