

APPENDIX 5 - SCRUTINY PROGRAMME COMMITTEE

9 NOVEMBER 2015

COUNCIL PRIORITIES – DIRECTORS’ OVERVIEW

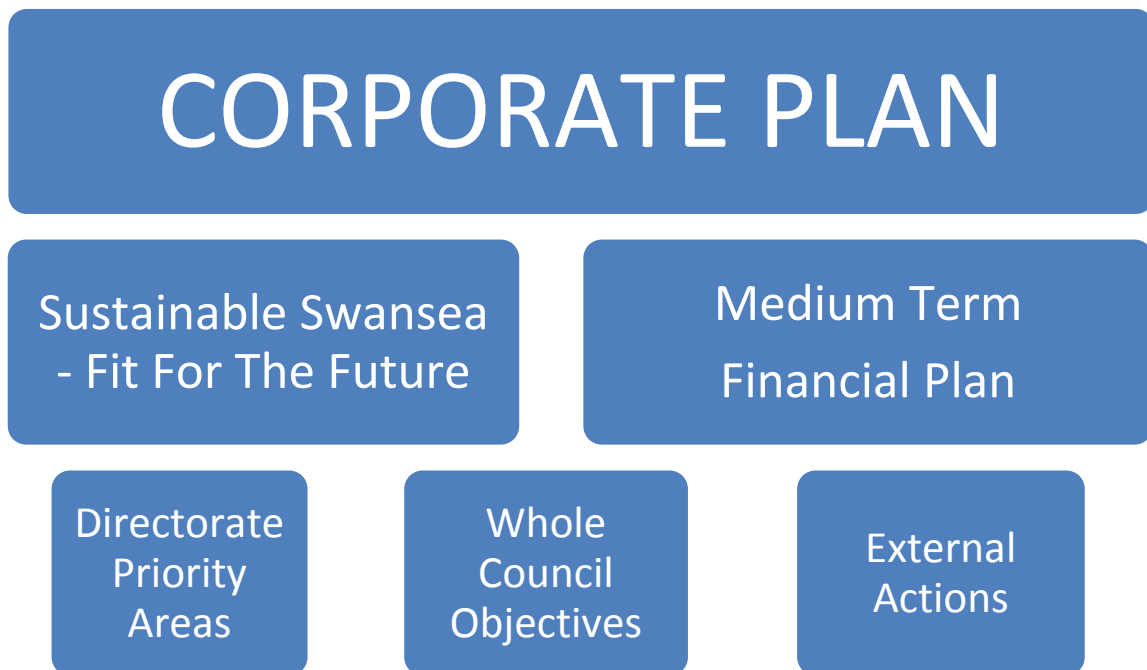
A PURPOSE

This brief paper provides an update (following discussion at the Scrutiny Conference in June 2015) on the Council’s Priorities and the main strategic challenges facing the Council.

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:

City and County of Swansea Corporate Plan Priorities
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:

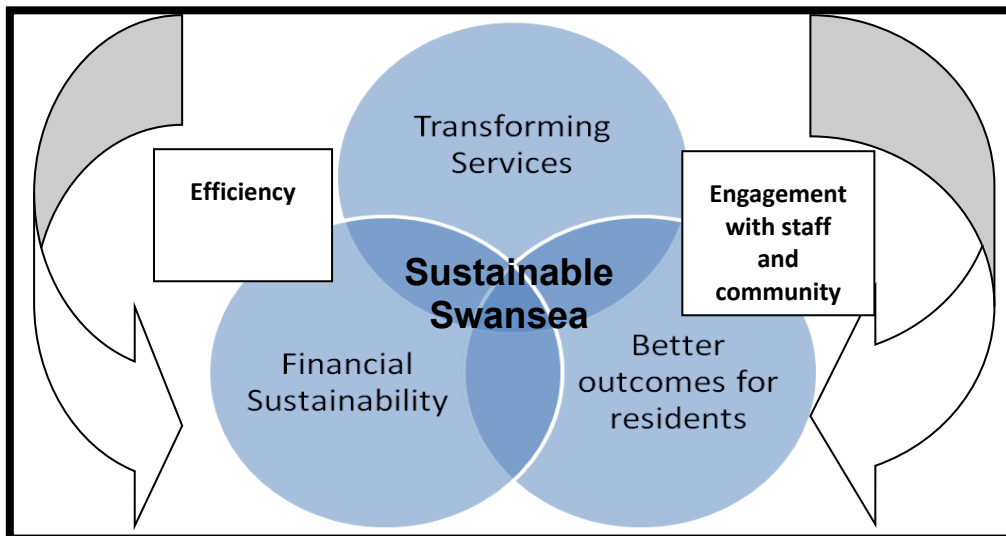
1. *Sustainability*
2. *Prevention*
3. *Partnerships*

Action includes:

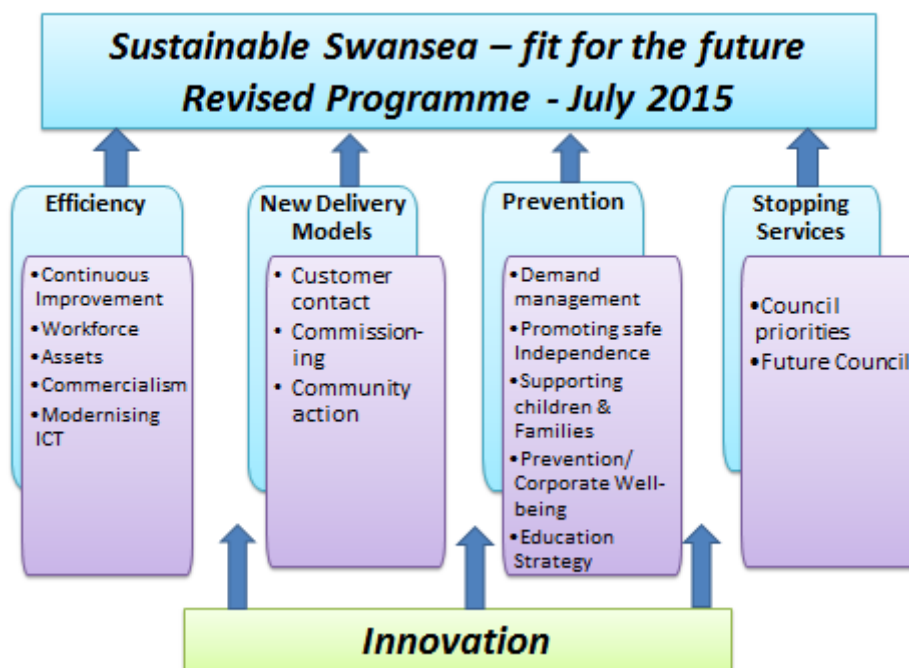
- Increasing the amount of resources directed to achieving these priorities – some form of Outcome Based Budgeting is envisaged
- Prioritising and aligning the policy commitments with the 5 Priorities
- Review of the outcomes linked to the 5 Corporate Plan Priorities for the 2016/17 refresh

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:



The *Sustainable Swansea* strategy (revised by Cabinet in July 2015) is as follows:



Action includes:

- The Delivery Programme for *Sustainable Swansea* is being aligned with major service change in Directorates so that the contribution of all services to the different Strands is clearly identified and monitored
- The first round of Commissioning Reviews have been approved by Cabinet and implementation has commenced
- Activity across the commercialism strand is increasing with new ideas for income generation in most Services

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 revised *Sustainable Swansea* Delivery Programme sets out how these savings will be delivered through the 4 Workstreams and 14 Delivery Strands and Projects.

Action includes:

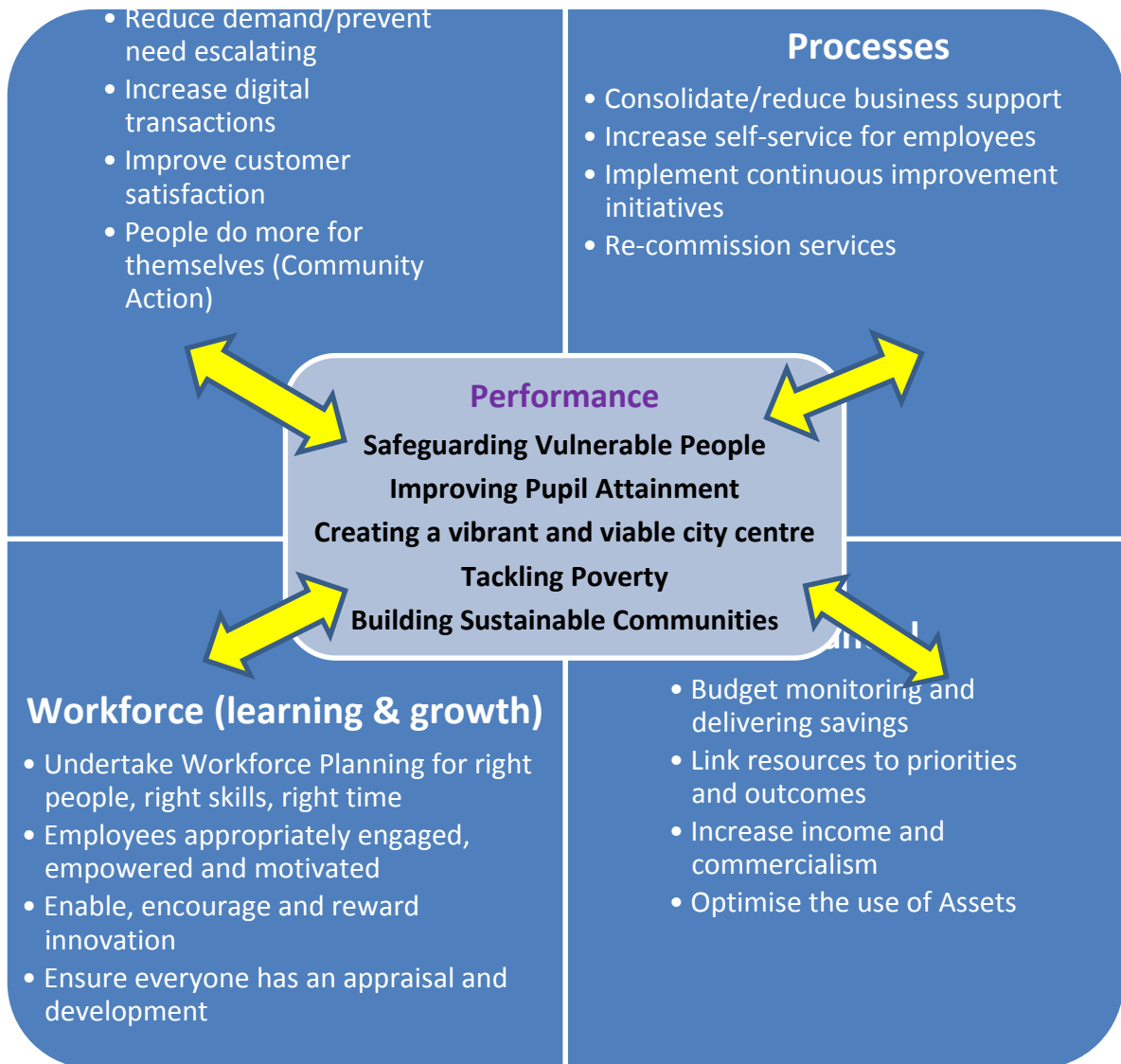
- Review of existing MTFP savings proposals to check they are still deliverable and options for other savings
- Stocktake of the Adult Social Care budget strategy
- Work with Schools on the future Education/Schools Budget Strategy

NB: Scrutiny will wish to agree when to engage in the development of budget proposals for 2016/17 and the revised MTFP

F WHOLE COUNCIL OBJECTIVES

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

The Executive Board has identified a number of whole Council objectives that sit within the “balanced scorecard” quadrants, as illustrated below:



These are being monitored by the Executive Board.

Action includes:

- Monthly Reputation Tracker with a range of customer data and feedback
- Roll out of further self-service for staff eg: annual leave
- Sampling of appraisals
- Monthly budget savings tracker

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. The major (not exhaustive) current external actions are as follows:

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

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:

DIRECTORATE	STRATEGIC CHALLENGES
Corporate	<ul style="list-style-type: none"> • Sustainable Swansea Delivery, including: <ul style="list-style-type: none"> ○ Commercialism ○ Customer Contact Transformation ○ Commissioning Reviews ○ Prevention Strategy • Medium Term Financial Plan and Budget Savings • Performance Management and Improvement (including Action Plans from Peer Review and WAO Corporate Assessment) • Information Management and Technology improvements (including the new in housed managed ICT service) • Council wide Cultural change/Innovation Programme
People	<ul style="list-style-type: none"> • Remodelling Adult Services and changing the balance of care • Integrating care services with community health services • Safeguarding children and vulnerable people • Implementing new provider models in care services • Safely reducing the numbers of Looked After Children • Improving educational attainment at all levels • Improving education attendance • Implementing the Estyn Post-Inspection Action Plan • Remodelling education provision post the behaviour review • implementing the Social Services and Wellbeing Act • Review of the corporate Tackling Poverty Strategy • Providing effective support to reduce the numbers Not in Education, Employment or Training • Develop partnerships to manage introduction of Universal Credit • Embed the UNCRC in Council services and systems • Through the LSB – take action to promote independence of older people, and to reduce incidents of domestic abuse
Place	<ul style="list-style-type: none"> • City Centre Regeneration • City Region • European Funding • Meeting the Welsh Housing Quality Standard • Building More Homes • Waste – Recycling strategy and commissioning review • Highways – City Centre infrastructure, highways condition • Leisure, Cultural Services & Libraries Commissioning Reviews • Asset management and disposal strategy

These issues reflect the priorities for the relevant Cabinet Members.