

Scrutiny Work Planning Conference

19th June 2017, Lord Mayor's Reception Room, Guildhall

Agenda

4.30	Welcome	Councillor Mary Jones, Chair of SPC
4.35	Introduction <ul style="list-style-type: none">• Aims for the Conference• Overview of the Work Planning Process• What Makes a Good Topic?	Brij Madahar, Scrutiny Team Leader
4.40	Current Work Plan <ul style="list-style-type: none">• Reflection on Last Year's Work Programme and Priorities• 'Business as Usual' Items• Opportunities / Challenges Ahead	Brij Madahar
4.50	Corporate Priorities – CMT Overview <ul style="list-style-type: none">• Outline of the Council's Priorities and the Main Strategic Challenges facing the Council.	Phil Roberts, Chief Executive
5.10	Suggestions for the Work Programme <p>From:</p> <ul style="list-style-type: none">• Councillors (survey)• Staff (survey)• Public (survey & relevant consultations)	Brij Madahar
5.20	Small Group Discussions <ul style="list-style-type: none">• What should be the scrutiny work plan priorities for 2017/18, and why?	All
6.00	Feedback and Conclusions	Brij Madahar
6.15	Close	Councillor Mary Jones

Attachments:

1. Presentation Slides
2. Work Programme Headlines 2016-17
3. Inquiry Case Studies
4. Current Work Programme
5. Work Programme Topic Suggestions and Guidance
6. Cabinet Portfolios

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Slide 1



The Annual
Scrutiny Work Planning
Conference

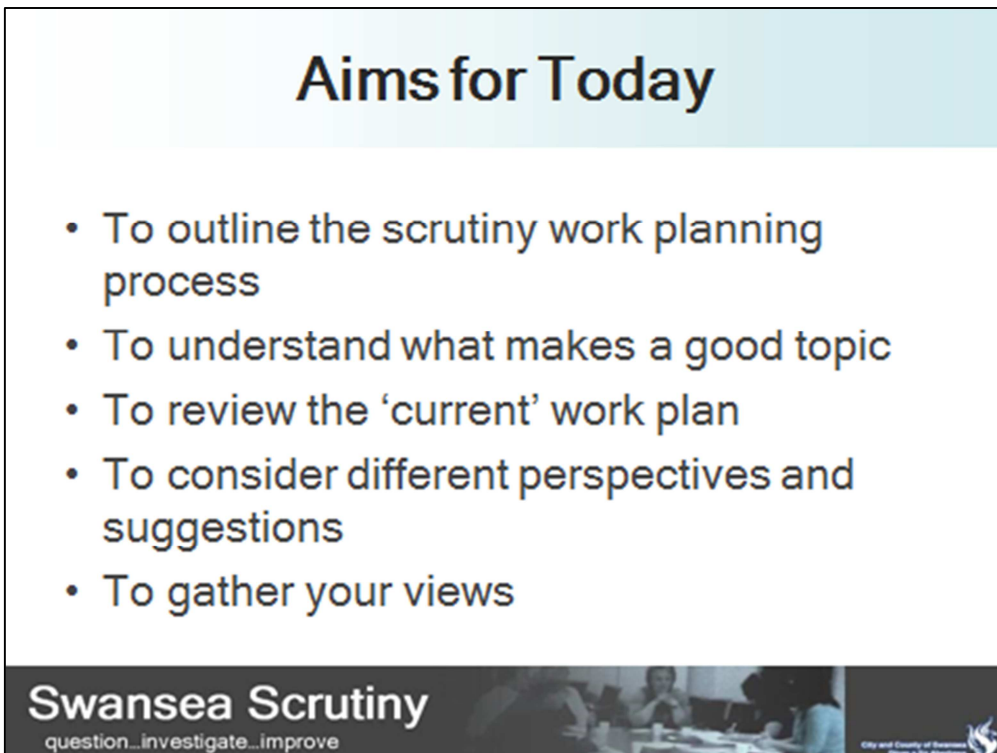
19th June 2017

Swansea Scrutiny
question...investigate...improve

City and County of Swansea
Swansea - A City of Ambition

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Slide 2



Aims for Today

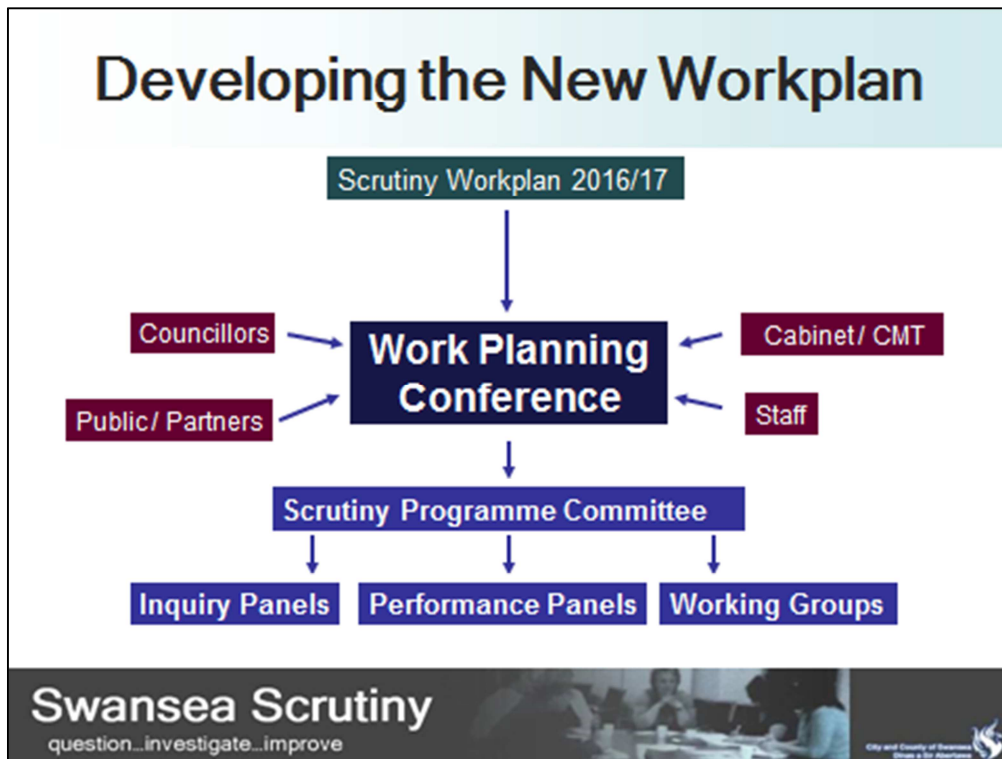
- To outline the scrutiny work planning process
- To understand what makes a good topic
- To review the 'current' work plan
- To consider different perspectives and suggestions
- To gather your views

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The slide features a light blue header bar at the top with the title 'Aims for Today'. Below the header, there is a list of five bullet points. At the bottom, there is a dark grey footer bar containing the Swansea Scrutiny logo and a small image of people in a meeting.

Slide 3



Slide 4

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 Conference Suggestions

- Readiness for School
- Digital Inclusion
- Corporate Complaints
- Planning Services
- Corporate Building Services Commissioning Review (pre-decision)
- Some issues picked up through Cabinet Member Q & As (e.g. More Homes Project)
- Some work carried over due to time/resources

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'Business As Usual' Items

- Performance Panels
 1. Schools
 2. Service Improvement and Finance
 3. Child and Family Services
 4. Adult Services
 5. Public Services Board *Statutory Item
- Cabinet Member Q & As
- Crime and Disorder *Statutory Item
- Pre-decision (e.g. Commissioning Reviews)

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Commissioning Reviews

Underway (Pre Decision Scrutiny July-Sep?)

- Highways & Transportation
- City Regeneration & Planning
- Family Support
- Catering Services
- Public Protection
- Additional Learning Needs

Future

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Some Opportunities / Challenges Ahead

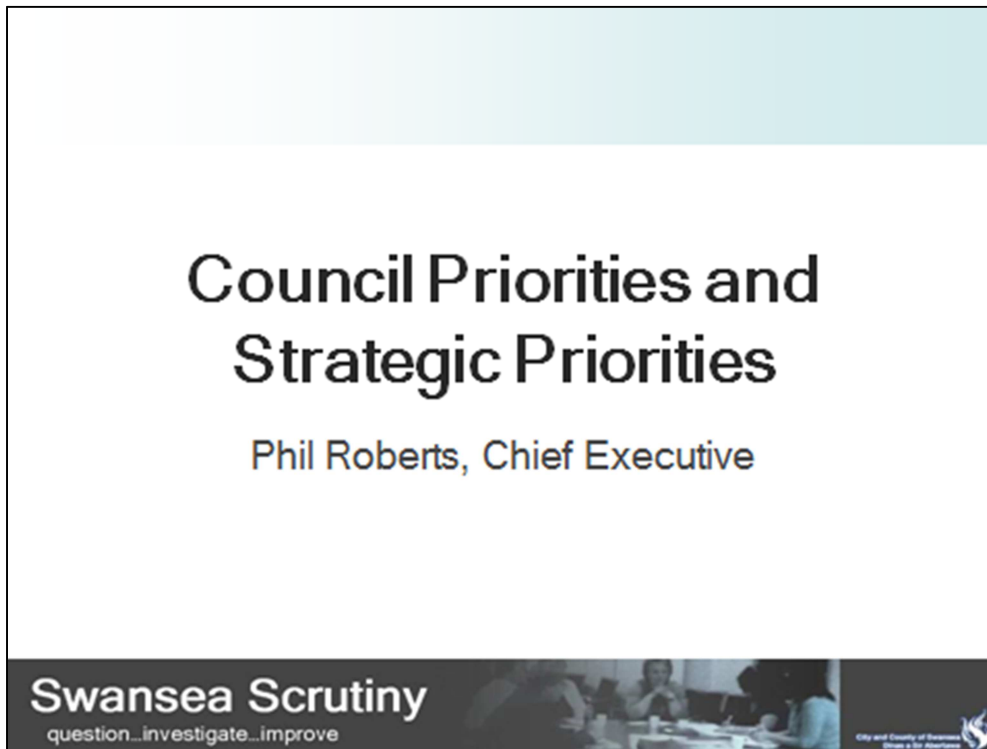
- Wellbeing of Future Generations Act
- Collaborative / Regional Scrutiny
 - ERW Councillor Scrutiny Group established
 - Western Bay (Health & Social Care) scrutiny?
- City Deal
- Relationship with Audit and Inspection bodies

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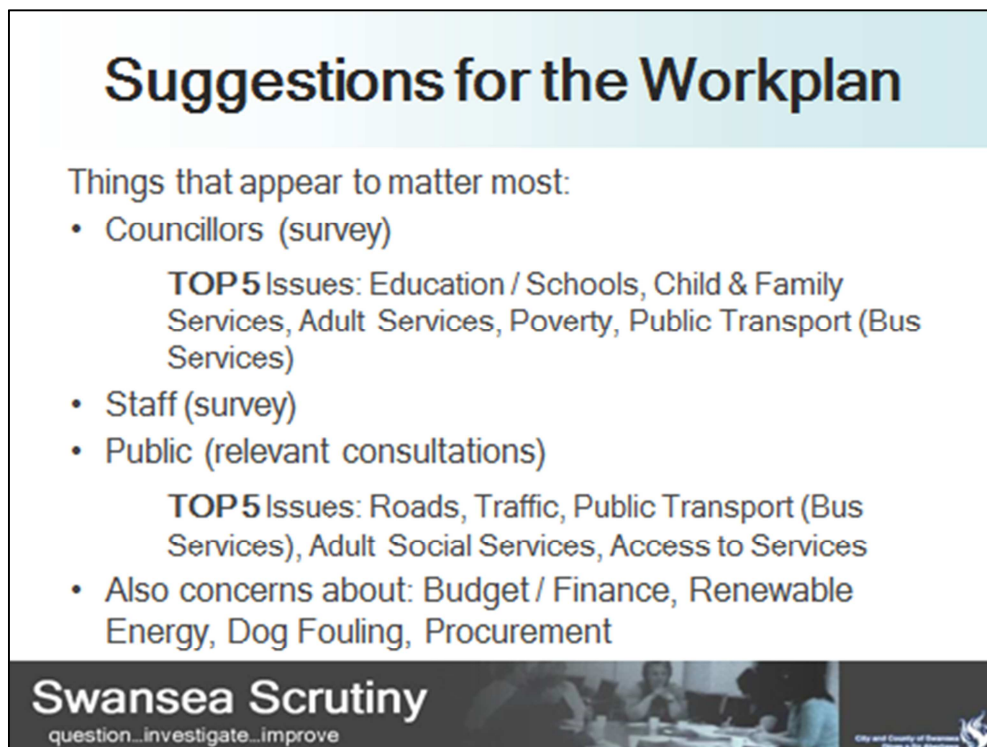
Council Priorities and Strategic Priorities

Phil Roberts, Chief Executive

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Suggestions for the Workplan

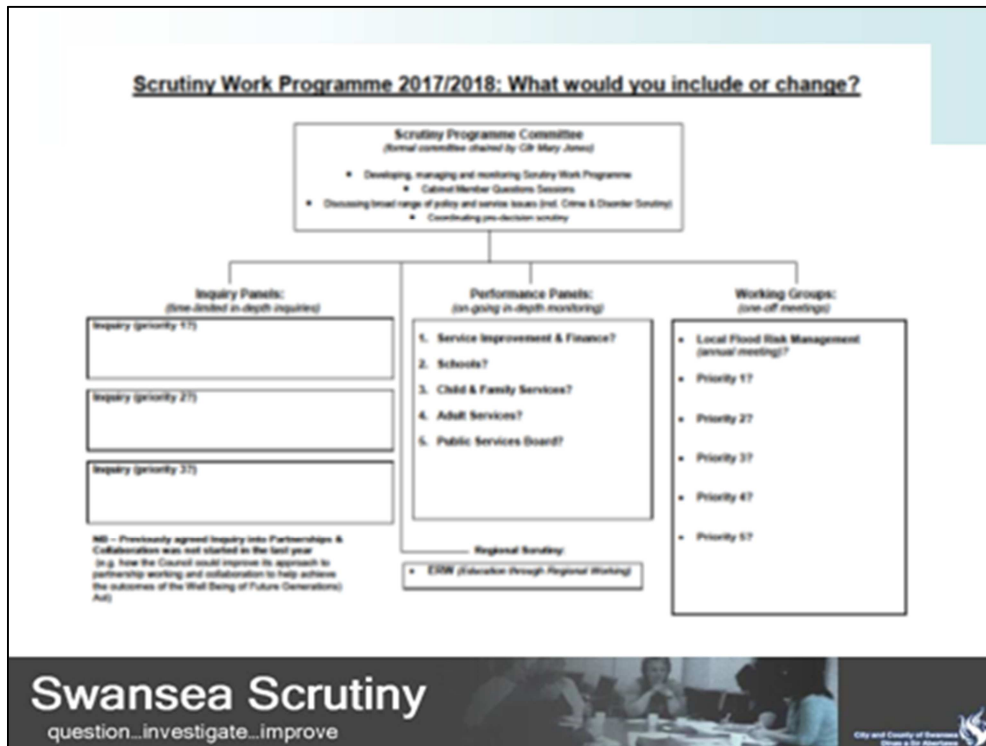
Things that appear to matter most:

- Councillors (survey)
 - TOP5** Issues: Education / Schools, Child & Family Services, Adult Services, Poverty, Public Transport (Bus Services)
- Staff (survey)
- Public (relevant consultations)
 - TOP5** Issues: Roads, Traffic, Public Transport (Bus Services), Adult Social Services, Access to Services
- Also concerns about: Budget / Finance, Renewable Energy, Dog Fouling, Procurement

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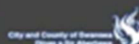


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Group Discussion

- What should be the work plan priorities for 2017/18 and why?
 - Performance Panels - What would you change, if anything, from the previous plan and why?
 - Inquiry / Working Group - For any topic identified, what are the concerns?
 - Will there be a good balance of scrutiny across all Cabinet portfolios?

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Summary and Close

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Annual Scrutiny Work Planning Conference

Chief Executive's briefing

19th June 2017

Purpose

- Outline the Council's Priorities
- Share the views of the Chief Executive and Corporate Management Team on the main strategic challenges facing the Council
- Identify important areas of focus and key strategic challenges
- Assist Scrutiny Members in setting a work programme for the municipal year.

Corporate priorities

- Poverty reduction
- Safeguarding
- Education & skills
- Infrastructure and Economy
- Transformation and future council

Areas of focus

- Regulator reports
 - ESTYN
 - CSSIW
 - W.A.O.
- Commissioning reviews
- Policy commitments
- Budget and major strategic investment decisions
- Local government reform – next steps and impact on scrutiny

Key strategic challenges

- Budget
- Transformation
 - Sustainable communities and co-production
 - Cross cutting commissioning reviews
 - Commercialism
 - Aspiring to be a Digital Business
 - Performance Improvement and outcomes
- Public Service Board
- Safeguarding
- Delivery of the More Homes strategy
- City Regeneration
- School improvement programme and EOTAS
- Adult social services
- Legislation ; WCFG, SS&WB, Welsh language standards

Scrutiny Work Programme Headlines: 2016-17

Over the course of 12 Scrutiny Programme Committee meetings and 92 Scrutiny Panel / Working Group meetings the following scrutiny activities were carried out (lead councillors shown in brackets):

Inquiry Reports (in-depth scrutiny reviews):

- Inquiries completed and reports published on:
 - **Building Sustainable Communities** (Cllr Terry Hennegen)
 - **Child & Adolescent Mental Health Services** (Cllr Mary Jones)
 - **Tackling Poverty** (*Cabinet response awaited*) (Cllr Sybil Crouch)
 - **School Readiness** (*Cabinet response awaited*) (Cllr Hazel Morris)
- **School Governance** – Cabinet Response received (Cllr Fiona Gordon)
- **Gypsy Traveller Site Search Process** – Cabinet Response received (Cllr Robert Smith)

(Of the 4 reports considered by Cabinet in the last year – 81% of recommendations accepted in full or part)

- Inquiries followed up – to monitor implementation of recommendations and assess impact:
 - **Corporate Culture**
 - **Social Care at Home**
 - **Education Inclusion** (Cllr Cheryl Philpott)

Performance Monitoring:

Five Performance Panels met every month over the last year to provide in-depth monitoring and challenge for these areas:

- **Service Improvement & Finance** (Cllr Chris Holley)
- **Schools** (Cllr Fiona Gordon)
- **Child & Family Services** (Cllr Paxton Hood-Williams)
- **Adult Services** (Cllr Peter Black)
- **Public Services Board** (*multi-agency Panel*) (Cllr Mary Jones)

Working Groups:

One-off meetings were arranged to enable questions and discussion on the following topics:

- **Planning** (Cllr Chris Holley)
- **Houses in Multiple Occupation** (Cllr Mary Jones)
- **Local Flood Risk Management** (Cllr Susan Jones)
- **Digital Inclusion** (Cllr Lesley Walton)

Cabinet Member Questioning Sessions:

- All 10 Cabinet Members attended Committee Q & A Sessions throughout the year, enabling the committee to explore their work, looking at priorities, actions, achievements and impact.

Pre-decision Scrutiny:

- Pre-decision Scrutiny - taking into account strategic impact, public interest, and financial implications, 9 cabinet reports were subject to pre-decision scrutiny (carried out by the Committee or relevant Performance Panels), with views reported to Cabinet before decisions were taken:
 - **Waste Management** Commissioning Review
 - **Castle Square** – Development & Public Realm Opportunity (2 reports)
 - **Corporate Building & Property Services** Commissioning Review
 - **Parks & Cleansing** Commissioning Review
 - **Budget**
 - **Domestic Abuse** Commissioning Review
 - **Family Support** (Under 11s and Over 11s Cluster)
 - **Swansea City Centre Regeneration** – Funding & Delivery Strategy

Requests for Scrutiny:

- The Scrutiny Programme Committee has a protocol to deal with requests for scrutiny from individual councillors (who are not members of the committee) and/or members of the public, and the following were considered:
 - **Houses in Multiple Occupation:** this related to concerns about the numbers and control of HMOs in Swansea, and in particular the spread of HMOs into the east side due to the new University campus, and effect on local areas. This was added to the work programme and a Working Group was set up to discuss this topic.
 - **Oceana Building Demolition:** Concern about financial implications as described in a report to Cabinet on 20 October. The committee held a discussion on this matter in March 2017, focused on the asbestos survey / contract award and implications.
 - **Renewable Energy:** This was added to the list of future Working Groups.
 - Additionally, correspondence was received by the scrutiny team from members of the public and was dealt with as follows by the chair:
 - Cutting of Trees at 'Bolgoed Field', Pontarddulais / Impact on Bat Roosts: Correspondence was referred to relevant Cabinet Members / officers. Member of public advised of Council's Corporate Complaints Procedure if considered necessary.
 - Parc y Werin / Proposed New Primary School Build: Correspondence opposing the new school build and concern about impact on the park was referred to Monitoring Officer given current legal process (application for village green status / inquiry).

Crime & Disorder Scrutiny:

- The Scrutiny Programme Committee is designated as the Council's Crime & Disorder Committee under the Police & Justice Act 2006. The committee met with Chief Superintendent Martin Jones (South Wales Police) and Chris Sivers (Director – People) about the Safer Swansea Partnership to discuss progress with questioning on plans, performance, and challenges.

Regional Scrutiny:

- **Education through Regional Working** – Swansea scrutiny is also involved in a regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A scrutiny councillors group was set up in 2015/16 in order to coordinate scrutiny work across the region and ensure a consistent approach. At present this involves two meetings per year. Swansea is represented by the Chair of the Scrutiny Programme Committee and Convener of the Schools Performance Panel. Meetings took place in September 2016 (hosted by Pembrokeshire Council) and February 2017 (hosted by Ceredigion Council). The Swansea Scrutiny Team is providing the support for this group as the Council's contribution to ERW.

Other reports considered:

- Annual **Corporate Safeguarding** Report
- Annual **Local Government Performance** Bulletin 2015/16
- **Council Priorities:** Update from Director - Resources
- **Children & Young People's Rights Scheme** – Compliance & Progress
- **Sustainable Swansea** – Cross Cutting Proposals

Chairs' Letters:

- 74 Letters to Cabinet Members – an established way for scrutiny to communicate findings, views and recommendations for improvement directly to Cabinet Members, reflecting discussion at meetings. Effectively 'mini-reports' with conclusions and proposals from scrutiny – and responses. Average response time 19 days (against target of 21 days). 66% were responded to within time (47 letters).

Scrutiny Dispatches:

- The committee produced a quarterly summary of the headlines from the work of scrutiny for council and the public, which focussed on impact and how scrutiny is making a difference. Using Scrutiny Dispatches as a mechanism for internal and external communication of activity has resulted in greater media coverage of scrutiny and is proving to be a valuable way to support and shape media coverage in the future.
- Number of backbench councillors actively involved in scrutiny: 76%
- Average councillor attendance at scrutiny meetings: 67%

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INQUIRY CASE STUDIES (2016/7)

Child & Adolescent Mental Health Services (CAMHS)

Purpose: The aim of the inquiry was to establish how the council can work with health partners to reduce demand for specialist Child and Adolescent Mental Health Services.

Evidence Gathering: The cross party Inquiry Panel of 12 Councillors worked informally to gather evidence from a number of sources including a briefing paper provided by health partners, question and answer sessions with the Head of Child and Family Services and the Chief Education Officer, Swansea Council Voluntary Service Parent/Carer Forum, Primary and Secondary Head teachers and researched good practice examples.

Findings: The Panel published a report at the end of the inquiry which made a number of recommendations for Cabinet including calling for collaborative development of prevention and early intervention services, sustainability of good services, development of peer support and ensuring parents and carers are involved in planning and development of Child and Adolescent Mental Health Services.

Follow Up: The implementation of agreed recommendations will be followed up by the Scrutiny Panel in the next few months, and they will assess the impact of the inquiry.

Readiness for School

Purpose: The aim of the inquiry was to establish how school ready children in Swansea are. It also led to the Panel to consider how child ready schools actually are.

Evidence Gathering: This 8 member Panel gathered evidence from a number of sources including primary schools, the Head teacher of Trallwn Primary School, Swansea Library Service, a visit to St Helens Flying Start, Stepping Stones, Swansea Children's Centre and met with parents, staff and health visitors.

Findings: The Panel prepared a final report which was presented to Cabinet. The report made a number of recommendations including a call to support initiatives displaying good practice, support the ethos of flying start and its way of working across the whole of Swansea, work with schools to ensure they are child ready and welcoming to pupils, ensure that early years services are prepared for changes in Additional Learning Needs Reform, and to develop a minimum standard in relation to transition to school for both schools and day care settings.

Follow Up: Cabinet is expected to agree all 9 scrutiny recommendations (15 June). The Inquiry Panel will reconvene in the next 6-12 months to find out the impact of this work.

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Current Scrutiny Work Programme (as at April 2017)



Inquiry Panels:
(time-limited in-depth inquiries)

Carry Over	Completed (for follow up)
<ul style="list-style-type: none"> • Partnerships & Collaboration <i>(e.g. how the Council could improve its approach to partnership working and collaboration to help achieve the outcomes of the Well Being of Future Generations Act)</i> 	<ul style="list-style-type: none"> • School Governance • Building Sustainable Communities • Child & Adolescent Mental Health Services • Tackling Poverty • School Readiness

Performance Panels*:
(on-going in-depth monitoring)

- | |
|--|
| <ol style="list-style-type: none"> 1. Service Improvement & Finance 2. Schools 3. Child & Family Services 4. Adult Services 5. Public Services Board |
|--|

Regional Scrutiny:

- | |
|--|
| <ul style="list-style-type: none"> • ERW <i>(Education through Regional Working)</i> |
|--|

Working Groups:
(one-off meetings)

- | Carry Over |
|---|
| <ul style="list-style-type: none"> • Local Flood Risk Management <i>(the committee has agreed that this Working Group should meet annually to review flood risk plans)</i> • Roads / Highway Maintenance • Corporate Building Services • Dog Fouling • Renewable Energy |

***Performance Panel Core Work Plans:**

• **Service Improvement & Finance Performance Panel:**

To ensure that the Council's budget, corporate and service improvement arrangements are effective and efficient.

- Quarterly / End of Year Corporate Performance Monitoring
- Quarterly Budget Monitoring
- Corporate Improvement Plan
- Wales Audit Office Annual Improvement Report
- Budget Scrutiny
- Recycling and Landfill – Annual Performance Monitoring
- Welsh Public Library Standards – Annual Performance Report
- Pre-Decision Scrutiny of Commissioning Reviews
- Corporate Complaints Annual Report

• **Schools Performance Panel:**

To provide ongoing challenge to schools performance to ensure that:

- pupils in Swansea are receiving high quality education; and
 - the authority is meeting its objectives in relation to improving school standards and pupil attainment.
- Challenge Sessions with Schools
 - Annual Education Performance (Verified Data) incl. exam results, attendance and exclusions
 - Looked After Children Educational Performance and Support (annual)
 - School Categorisation
 - School Improvement Service
 - Safeguarding in Schools
 - Estyn Post Inspection Action Plans
 - Annual budget as it affects education matters

• **Child & Family Services Performance Panel:**

To ensure that performance in Child & Family Services is effectively monitored and challenged.

- Quarterly Performance Monitoring of Child & Family Services
- Post-16 Service – performance and outcomes
- CSSIW Inspection Reports
- Corporate Parenting Strategy
- Regional Adoption Service – performance and outcomes
- Draft Budget

• **Adult Services Performance Panel:**

To monitor and challenge assessments on service performance and quality in respect of adult social services.

- Quarterly Performance Monitoring
- Adult Services Improvement Plan and Programme
- Performance Management Framework

• **Public Services Board Performance Panel:**

To consider what difference is Swansea Public Services Board making for citizens?

- Scrutiny is a statutory requirement set out in the Well-being of Future Generations (Wales) Act 2015 and associated statutory guidance
- Consideration of effectiveness of Wellbeing Assessment and Wellbeing Plan
- Public Services Board Priorities for 2016/17 – End of Project Update
- Performance Reports and effectiveness of performance management / measurement arrangements

Scrutiny Work Planning Conference 2017:
Current Work Programme / New Topic Suggestions Received (FOR DISCUSSION)

Topic (by Cabinet Portfolio):	Suggested by:			
	Previous Work Programme	Councillor	Staff	Public
ECONOMY & STRATEGY (LEADER)				
Budget / Financial Monitoring	✓	✓*		✓
Partnerships & Collaboration Inquiry	✓			
Service Improvement & Finance Performance Panel (covers all portfolios)	✓			
Public Services Board Performance Panel	✓			
Monitoring of City Deal		✓*		
Public Communications		✓		✓
SERVICE TRANSFORMATION AND BUSINESS OPERATIONS (DEPUTY LEADER)				
Service Improvement & Finance Performance Panel	✓			
Human Resources		✓*		
Impact of Austerity on Council Resilience		✓		
Lord Mayor's Office		✓		
Capital Programme		✓		
Staff Engagement / Development		✓		
Policy / Process on Early Retirement / Voluntary Redundancy		✓		
Job Recruitment		✓		
Organisational Culture			✓	
CHILDREN, EDUCATION & LIFELONG LEARNING				
Schools Performance Panel	✓	✓ (top 5)	✓	
School Readiness (follow up of completed inquiry)	✓	✓		
School Governance (follow up of completed inquiry)	✓			
Education Through Regional Working Partnership (regional scrutiny)	✓			
Youth Service Provision		✓		✓

Topic (by Cabinet Portfolio):	Previous Programme	Councillor	Staff	Public
School Music Service		✓		
Provision of Community Play Facilities		✓		
School Fields		✓		
Implementation of Additional Learning Needs Bill		✓		
Education Other Than At School Services		✓		
Employment & Training				✓
Cost of School Meals				✓
COMMERICAL OPPORTUNITIES & INNOVATION				
Planning Services		✓*		✓
Economic Development		✓*		✓
Procurement Process		✓*		
Commercial Services		✓		
Using Empty Buildings				✓
CULTURE, TOURISM & MAJOR PROJECTS				
Parks Service		✓*		✓
City Centre Regeneration / Business Development		✓		✓*
Leisure Services		✓*		
Swansea Market		✓		
Palace Theatre / High Street Development		✓		
Plans for the Swansea Dock Area		✓		
Mumbles Development		✓		
Sports Development		✓		
Culture / Arts Projects				✓
Library Service				✓
ENVIRONMENT SERVICES				
Roads / Highway Maintenance Working Group	✓	✓*		✓ (top 5)
Dog Fouling Working Group	✓	✓		✓
Local Flood Risk Management Working Group	✓			✓
Bus Services / Public Transport		✓ (top 5)		✓ (top 5)

Topic (by Cabinet Portfolio):	Previous Programme	Councillor	Staff	Public
Recycling / Waste Management (incl. Collection Service)		✓*		✓*
Streetscene / Cleanliness		✓		✓*
Parking Charges		✓		✓
Civil Enforcement Service		✓		
Fleet Management		✓		
Civic Centre / Guildhall Parking		✓		
Tethered Horses (progress of issue following scrutiny in 2015-16)		✓		
Public Protection		✓		
Traffic Management				✓ (top 5)
Flytipping				✓
Residents Parking				✓
Parking around Liberty Stadium				✓
Traffic Calming				✓
Japanese Knotweed				✓
HEALTH & WELLBEING				
Child & Family Services Performance Panel	✓	✓ (top 5)	✓	
Adult Services Performance Panel	✓	✓ (top 5)		✓ (top 5)
Child & Adolescent Mental Health Services (follow up of completed inquiry)	✓	✓		
Support for (young) Carers		✓*		
Child Trafficking / Exploitation		✓*		
Community Transport		✓		✓
Independent Living Skills		✓		
Transition from Child to Adult Social Services		✓		
Learning Difficulties		✓		
Child Poverty		✓		
Funding for Special Needs		✓		
Joint Working with NHS (e.g. hospital discharge / social care)				✓
Childcare Provision				✓
Access to GP Service				✓
New Care Packages				✓

Topic (by Cabinet Portfolio):	Previous Programme	Councillor	Staff	Public
HOUSING, ENERGY & BUILDING SERVICES				
Corporate Building Services Working Group	✓	✓*		
Renewable Energy Working Group	✓	✓		✓
More Homes Project / Council Housing		✓*		
Homelessness		✓*		
DLO (Direct Labour Organisation)		✓		
House in Multiple Occupation		✓		
Private Sector Housing				✓
Social Housing Provision				✓
FUTURE GENERATIONS				
Building Sustainable Communities (follow up of completed inquiry)	✓			
Digital Inclusion (follow up to Scrutiny Working Group)	✓			
Access to Services (incl. open spaces) for the Disabled		✓		✓ (top 5)
Implementation of Welsh Language Standards		✓		✓
Compliance with Wellbeing of Future Generations Act		✓		
Sustainable Development		✓		
Responsibilities for Heritage / Listed Buildings		✓		
Community Engagement		✓		✓
STRONGER COMMUNITIES				
Tackling Poverty (follow up of completed inquiry)	✓	✓ (top 5)		✓
Crime & Disorder	✓			✓
Impact of Communities First Programme		✓*		
Support for Farming Community		✓		
Community Cohesion (e.g. with Gypsy Traveller community)		✓		
Welfare Reform				✓
Domestic Abuse				✓
Community Centres				✓
Community Growing Provision				✓

Work Planning Guidance

For proposed scrutiny topics

Proposed topic:

1	Is it an issue of concern?	<p>Examples could include:</p> <ul style="list-style-type: none"> Is it an issue of public concern? e.g. complaints, Members' knowledge/feedback from constituencies, local media, surveys, other consultation Is it an issue performance concern? e.g. evidence from performance indicators, benchmarking or performance unknown/not currently measured Are there budget concerns? e.g. pattern of budget overspending or significant underspending Is it an issue of concern or interest to external groups? e.g. local businesses 	No ↓
	<p>Yes</p> <p>↓</p>		
2	Is the issue strategic and significant?	<p>Examples could include:</p> <ul style="list-style-type: none"> Are there links to Council's Corporate Improvement Plan/Community Strategy priorities? Does the issue impact on Council's or partners main priorities? e.g. Service Plans, Strategies, Outcome Agreement Is it a Welsh Government or Central Government priority? Has the issue been raised by Audit/Inspection reports or WAO Annual Improvement Report? Does it have a significant impact on the public? Or a specific group/community? 	No ↓
	<p>Yes</p> <p>↓</p>		
3	Is it a good use of scrutiny time?	<p>Examples could include:</p> <ul style="list-style-type: none"> Is there a clear objective for examining this topic? Has similar scrutiny work already been undertaken? Is the issue being examined elsewhere internally or externally? Could a scrutiny inquiry make a difference to how services are delivered or how resources are used? Could a scrutiny inquiry consider quality, cost and sustainability of service provision? Is an inquiry likely to generate recommendations for improvement? Would this issue require in-depth examination? i.e. a wide-ranging programme of evidence gathering and research? Has the relevant service / policy recently undergone substantial change? i.e. is it too early to review the effects of the change? 	No ↓
	<p>Yes</p> <p>↓</p>		
* SUITABLE FOR IN-DEPTH INQUIRY			* NOT SUITABLE FOR IN-DEPTH INQUIRY

* Based on the criteria this topic is recommended for:

- | | | | |
|---|--|---|--|
| In-depth inquiry <input type="checkbox"/> | Performance Panel <input type="checkbox"/> | Other (state what) <input type="checkbox"/> | |
| Working Group <input type="checkbox"/> | Committee Report <input type="checkbox"/> | | |

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Economy & Strategy (Leader) (Cllr Rob Stewart)	Service Transformation & Business Operations (Deputy Leader) (Cllr Clive Lloyd)	Children, Education & Lifelong Learning (Cllr Jennifer Raynor)	Commercial Opportunities & Innovation (Cllr David Hopkins)	Culture, Tourism & Major Projects (Cllr Robert Francis-Davies)
<ul style="list-style-type: none"> • City Deal • City Region Joint Committee • Strategic Partnerships • Regional Working & Collaborations • Finance Strategy & Budget Oversight • Public Service Board (PSB) • Constitutional Issue • Planning Policy (Regional) • Regeneration Strategy & Major Projects Lead • City Centre Redevelopment • 5G project (City Deal) • Corporate Communications • Community Leadership • Poverty Reduction 	<ul style="list-style-type: none"> • Delivery & Performance • Modernisation of Core Council Services • Sustainable Swansea Fit For the Future Programme Lead • Information & Business Change (inc. ICT) • Strategic Estates & Property • Capital Programme Oversight • Commissioning Reviews • Legal & Democratic • Financial Services • Human Resources/Organisational Development (HR/OD) • Customer Contact • Scrutiny • Health & Safety Policy • Member Development • Commissioning Organisation • Demand Management Strategy • Budget Performance & finances • Trade Union Engagement • Poverty Reduction 	<ul style="list-style-type: none"> • Education Services from 5 to 19 • 21st Century Schools Programme • Inclusion & Learner Support • Planning & Resources • Schools & School Improvement • City of Learning - Member of UNESCO COL Steering Group • Apprenticeships, Further Education & Readiness for Work • Skills & Talent Project (City Deal) • Not in Education, Employment or Training (NEETS) • Education Regional Working (ERW) • Schools' Organisation & Performance • Quality in Education (QEd) Programme • Education Charter • Play • Youth Services • Promoting Youth Inclusion & Youth Citzenships • Youth Offending Service (Y.O.S.) • Opportunities for Young People • United Nations Convention on the Rights of the Child (UNCRC) Champion • Children & Young People (CYP) Board • Safe Looking After Children (LAC) Reduction Strategy • Skills & Talent project (City Deal) • STEM Curriculum inc. coding 	<ul style="list-style-type: none"> • Commercial Services • Procurement Frameworks • Identification & implementation of new Commercial Models • Delivery of new income streams from Commercial Opportunities • Planning Policy & Local Development Plan (LDP) • New Commercial partnerships • Funding Strategies • Licensing & Trading Standards • Economic Twinning (Brexit) • New Local & Regional Business Opportunities • Regional Workforce & Skills Development • Local Business Engagement • Business Promotion • Local & Regional Investment Strategy (Regional Bank) • Factory of the Future (City Deal) • Procurement Policy Revisions (City Deal) • Poverty Reduction 	<ul style="list-style-type: none"> • City of Culture Bid (and subsequent delivery) • Heritage inc. River Corridor Development • Science City • Universities • Creative City • Tourism & Destination Marketing • The Arts & Galleries • Sports Facilities • Parks Beaches & Foreshore • City Waterfront & Marina • Healthy Cities/Greener Cities • Healthy Night Life/Purple Flag • Healthy City Partnership • Libraries • City Centre Management, Projects & Developments (City Deal & City of Culture) • Mayoral & Civic Functions • Events • Poverty Reduction

Environment Services (Cllr Mark Thomas)	Future Generations (Cllr June Burtonshaw)	Health & Wellbeing (Cllr Mark Child)	Housing, Energy & Building Services (Cllr Andrea Lewis)	Stronger Communities (Cllr Will Evans)
<ul style="list-style-type: none"> • Local Transport Policy • Parking • Highways & Engineering • Waste Management & Recycling • Regional Collaborations for Transport, Highways & Waste • Streetscene • Infrastructure Repairs and Maintenance • Sustainable Transport • Pothole Task Force • Fly Tipping Task Force • Environmental Health • Public Protection • Tend & Mend • Green Transport & Green Vehicle Adoption (inc. infrastructure works) • All Grass Cutting Services • Poverty Reduction 	<ul style="list-style-type: none"> • Future Generations Bill Adoption • Equalities (Access to Services) • Diversity • Risk & Resilience • Engagement • Strategic Estates & Property inc. Asset Rationalisation • Community Building & Asset Transfer Opportunities • Suburban Centres & Community regeneration Initiatives • Members Community Budget Scheme • Digital Inclusion • Sustainable Development • Biodiversity • Poverty Reduction 	<ul style="list-style-type: none"> • Early Intervention & Prevention • Wellbeing • Adult Social Services Modernisation • Elderly Care • Activities to Promote Independence & Ageing Well • Mental Health • Supporting People • Learning Disability • Joint Equipment • Assessment/Care Management • Integration of Health & Social Care • Western Bay • Ethical Care Charter Implementation • Corporate Parenting Lead • Child & Family Services • Children & Young People (CYP) Board Rep • Regional Adoption Service • Continuum of Care • Safe Looking After Children (LAC) Reduction Strategy • Flying Start • Best Start in Life • Poverty Reduction 	<ul style="list-style-type: none"> • More Homes Delivery • Homes as power stations (City Deal) • Council House Management • Council House Repairs • Housing Policy, Affordable Housing & Housing Options • Housing Adaptions & Renewal Schemes • Welsh Housing Quality Standard (WHQS) • Green Energy Schemes • District Heating Schemes • Sheltered Housing • Houses in Multiple Occupation (HMO) • PSPO's & Tenancy Enforcement • Homelessness • Poverty Reduction • Cooperative Housing • Promotion of Green Transport options • Electric & Hydrogen Vehicles & Infrastructure • Tidal Bay Lagoon 	<ul style="list-style-type: none"> • Poverty Reduction Strategy Lead • Communities First/Families First • Welfare Rights • 3rd Sector • Social Inclusion • Localised Services • Welfare Reform • Financial Information • Food Access/Growing • Community Cohesion • Community Development • Neighbourhood Working • Community Safety/Safer Swansea Partnership • Domestic Abuse • Drugs/Alcohol • Poverty Reduction

All Cabinet Portfolios: Lead elements of Sustainable Swansea