Council

You are hereby summoned to attend a Meeting of the **Council of the City and County of Swansea** to be held in the Council Chamber, Guildhall, Swansea on Thursday, 21 June 2018 at 5.00 pm.

The following business is proposed to be transacted:

1. **Apologies for Absence.**

2. **Disclosures of Personal and Prejudicial Interests.**
   www.swansea.gov.uk/disclosuresofinterests

3. **Minutes.**
   To approve & sign the Minutes of the previous meeting(s) as a correct record.

4. **Written Responses to Questions asked at the Last Ordinary Meeting of Council - None.**

5. **Announcements of the Presiding Member.**

6. **Announcements of the Leader of the Council.**

7. **Public Questions.**
   Questions must relate to matters on the open part of the Agenda of the meeting and will be dealt with in a 10 minute period.

8. **Public Presentation - None.**

9. **Amendments to the Private Sector Housing Renewal and Disabled Adaptations : Policy To Provide Assistance 2017-2022 : Houses Into Homes and National Home Improvement Loan Scheme.**

10. **Safer Swansea Community Safety Strategy.**

11. **Councillors & Co-Opted Members Allowances & Expenses 2017-2018**

12. **Response to Welsh Government Consultation on the Green Paper regarding Local Government Reform: 'Strengthening Local Government – Delivering for People'.**

13. **Senior Management Structure.**

17. **Notice of Motion - Councillors P M Black, C A Holley, A M Day, L G Thomas, C L Philpott, J W Jones & M H Jones.**
Council notes the advisory referendum that took place on 5th June 1975 in which 67% of those voting confirmed our membership of the European Economic Community on the basis of clearly set out terms of membership.

Council notes the further advisory referendum that took place on 23 June 2016 in which 52% of those voting decided that the United Kingdom should no longer remain a member of the European Union.

Council further notes that neither the question of our continuing membership of the single market nor the terms for withdrawal were put before the electorate to determine as part of the 2016 referendum.

Council further notes the subsequent difficulties in negotiating the UK's withdrawal from the European Union concerning the Irish border and the future of the Good Friday Agreement, the future of Gibraltar, estimates that Wales would see a reduction of £1.1 billion in GVA from a hard Brexit, the impact on Higher Education and scientific research from lost grants, a possible loss of manufacturing and financial sector jobs to continental Europe and the impact on aviation and nuclear medicine as a result of abandoning international agreements.

Council also notes the impact of Brexit on imported labour, which combined with the current government's clampdown on visas is already leaving the NHS short-staffed in key areas and undermining agriculture and other labour-intensive industries.

Council also expresses concern over the uncertainty facing European citizens living and working in the UK and those UK citizens living and working in Europe.

Council notes the non-existent progress being made by the UK Government in securing alternative trade deals outside of the European Community and is concerned that once the UK has left the EU we will be isolated, have a weak negotiating position and be at the mercy of bigger trading partners such as the USA, who will want to impose unacceptable terms on any deals we do with them.

Council notes that it is possible to increase trade with non-European countries whilst remaining a member of the single market, as evidenced by a 27% year-on-year increase in UK cheese exports to Asia.

Council believes that given the uncertainties listed above, the consequences for our economy and individual lifestyles of a hard Brexit

as currently being promoted by the UK Government, and the consequences of Brexit that have emerged since June 2016, that voters should have the final say in a referendum on any deal struck between the UK Government and the EU, with an option to stay in the EU if they consider that to be the best course for the UK.

Council resolves that the Leader should to write to local MPs, the Secretary of State for Wales and the Prime Minister to set out this case for a final referendum on the Brexit deal.

Huw Evans
Head of Democratic Services
Guildhall,
Swansea.

Tuesday, 12 June 2018

To: All Members of the Council

City and County of Swansea

Minutes of the Council

Council Chamber - Guildhall, Swansea

Friday, 18 May 2018 at 2.00 pm

Present: Councillor P Downing (Lord Mayor) Presided

Councillor(s)	Councillor(s)	Councillor(s)
C Anderson	B Hopkins	C L Philpott
P M Black	D H Hopkins	S Pritchard
J E Burtonshaw	O G James	K M Roberts
S E Crouch	L James	B J Rowlands
J P Curtice	E J King	M Sherwood
C R Doyle	E T Kirchner	R V Smith
V M Evans	M A Langstone	A H Stevens
C R Evans	M B Lewis	R C Stewart
W Evans	R D Lewis	L G Thomas
R Francis-Davies	W G Lewis	W G Thomas
S J Gallagher	A S Lewis	D W W Thomas
F M Gordon	C E Lloyd	L J Tyler-Lloyd
K M Griffiths	P Lloyd	L V Walton
D W Helliwell	I E Mann	T M White
T J Hennegan	P M Matthews	
C A Holley	D Phillips	

Apologies for Absence
Councillor(s):   M C Child,   N J Davies,   A M Day,   M Durke,   E W Fitzgerald,
L S Gibbard,   J A Hale,   P R Hood-Williams,   Y V Jardine,   M H Jones,   P K Jones,
S M Jones,   L R Jones,   J W Jones,   P N May,   H M Morris,   A Pugh,   J A Raynor,
C Richards,   P B Smith,   D G Sullivan,   M Sykes,   G J Tanner,   M Thomas   and
G D Walker

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196.   Disclosures of Personal and Prejudicial Interests.

In accordance with the provisions of the Code of Conduct adopted by the City and
County of Swansea no interests were declared.

197.   To Elect the Lord Mayor for the Municipal Year 2018-2019.

Resolved on the motion of Councillor J E Burtonshaw, seconded by Councillor F M
Gordon that Councillor David Phillips be elected to the office of Lord Mayor of the
City and County of Swansea for the Municipal Year 2018-2019.

Councillor David Phillips was robed and invested with the Chain of Office of Lord
Mayor.

Councillor Sybil Crouch was invested with the Chain of Office of Lady Mayoress.

The Lord Mayor then made and signed the declaration of acceptance of office.

Councillor D Phillips (Lord Mayor) Presided

198. **To Elect the Deputy Lord Mayor for the Municipal Year 2018-2019.**

Resolved on the motion of Councillor C A Holley, seconded by Councillor L G Thomas that Councillor Peter Black be elected to the office of Deputy Lord Mayor of the City and County of Swansea for the Municipal Year 2018-2019.

Councillor Peter Black was robed and invested with the Chain of Office of Deputy Lord Mayor.

Angela Black was invested with the Chain of Office of Deputy Lady Mayoress.

The Deputy Lord Mayor then made and signed the declaration of acceptance of office.

199. **Inaugural Address Of The Lord Mayor.**

The Lord Mayor thanked Council for his election and congratulated Councillor Phil Downing and Lilian Downing on their successful term of office as Lord Mayor and Lady Mayoress.

He then addressed Council and thanked them for his appointment, and he concluded by announcing that the Lord Mayor's charities for his period of office would be Maggie's Cancer Centre Swansea, West Glamorgan Youth Theatre Swansea, Eastside Foodbank & YMCA Young Carers Service.

200. **Retiring Lord Mayor.**

Resolved on the motion of Councillor R C Stewart, seconded by Councillor R V Smith that the Council's thanks be given to Councillor Phil Downing for a successful term of office as Lord Mayor and Lilian Downing as Lady Mayoress.

The Lord Mayor presented medallions on behalf of the Council to the retiring Lord Mayor and retiring Lady Mayoress.

Councillor Downing in response to the vote of thanks, thanked the Council for its support during his term of office. He also reflected on the many duties during his term as Lord Mayor.

The meeting ended at 3.00 pm

Chair

City and County of Swansea

Minutes of the Council

Council Chamber - Guildhall, Swansea

Thursday, 24 May 2018 at 4.00 pm

Present:

Councillor(s)	Councillor(s)	Councillor(s)
C Anderson	T J Hennegan	P M Matthews
P M Black	C A Holley	P N May
J E Burtonshaw	P R Hood-Williams	H M Morris
M C Child	B Hopkins	S Pritchard
J P Curtice	D H Hopkins	A Pugh
N J Davies	O G James	J A Raynor
A M Day	L James	C Richards
P Downing	M H Jones	B J Rowlands
C R Doyle	P K Jones	M Sherwood
M Durke	L R Jones	P B Smith
V M Evans	J W Jones	R V Smith
C R Evans	E J King	A H Stevens
W Evans	E T Kirchner	R C Stewart
E W Fitzgerald	M A Langstone	M Sykes
R Francis-Davies	M B Lewis	G J Tanner
S J Gallagher	R D Lewis	M Thomas
L S Gibbard	W G Lewis	L V Walton
K M Griffiths	A S Lewis	T M White
J A Hale	C E Lloyd	
D W Helliwell	P Lloyd	

Apologies for Absence

Councillor(s):   Y V Jardine,   S M Jones,   I E Mann,   C L Philpott,   K M Roberts, D G Sullivan, L G Thomas, W G Thomas and L J Tyler-Lloyd

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1. **Election of Presiding Member for 2018-2019 Municipal Year.**

A nomination was received for Councillor D W W Thomas. The nomination was proposed and seconded.

Resolved that Councillor D W W Thomas be appointed Presiding Member for the Municipal Year 2018-2019.

Councillor D W W Thomas (Presiding Member) Presiding

2. **Election of Deputy Presiding Member for 2018-2019 Municipal Year.**

A nomination was received for Councillor J P Curtice. The nomination was proposed and seconded.

Resolved that Councillor J P Curtice be appointed Deputy Presiding Member for the Municipal Year 2018-2019.

3. **Disclosures of Personal and Prejudicial Interests.**

The Head of Legal, Democratic Services & Business Intelligence gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

She then reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

In accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea the following interests were declared:

(1) Councillors C Anderson, P M Black, J E Burtonshaw, M C Child, J P Curtice, N J Davies, A M Day, P Downing, C R Doyle, M Durke, C R Evans, V M Evans, W Evans, E W Fitzgerald, R Francis-Davies, S J Gallagher, L S Gibbard, K M Griffiths, J A Hale, D W Helliwell, T J Hennegan, C A Holley, P R Hood-Williams, B Hopkins, D H Hopkins, O G James, L James, J W Jones, L R Jones, M H Jones, P K Jones, S M Jones, E J King, E T Kirchner, M A Langstone, A S Lewis, M G Lewis, R D Lewis, W G Lewis, C E Lloyd, P Lloyd, P M Matthews, P N May, H M Morris, S Pritchard, A Pugh, J A Raynor, C Richards, B J Rowlands, M Sherwood, P B Smith, R V Smith, A H Stevens, R C Stewart, M Sykes, G J Tanner, D W W Thomas, M Thomas, L V Walton & T M White declared a Personal Interest in Minute 7 "Constitutional Matters 2018-2019.";

4. **Minutes.**

Resolved that the following Minutes be approved and signed as a correct record:

1) Ordinary Meeting of Council held on 26 April 2018.

5. **Announcements of the Presiding Member/Head of Paid Service.**

1) **Awards**
The Presiding Member announced that following the All Wales Continuous Improvement Community's (AWCIC) Annual Awards Ceremony held on 22 May in Margam Orangery, not only did the Western Bay Commissioning for Complex Needs Programme win the award for the category of 'Achieving a Common Purpose', but the Western Bay Programme as a whole took the prize for 'Best Local Government Initiative'.

This is a real achievement for the partnership, and a testament to the hard work and dedication of colleagues from all partner organisations. He congratulated everyone involved.

2) **Amendments / Correction to the Council Summons**

a) **Item 8 "Constitutional Matters 2018-2019"**

The Presiding Member outlined the following amendments to the   report:

1) Please amend the figures referred to on Page 11, Paragraph 4.2. Each of the figures shown in the paragraph are £200 below what they should be. Amended versions had been previously circulated.

Remuneration of Civic Heads and Deputy Civic Heads (Inclusive of Basic Salaries)		
	Civic Heads	**Deputy Civic Heads**
Level 1	£24,300	£18,300
Level 2	£21,800	£16,300
Level 3	£19,300	£14,300

2) Page 19 – Amend Safeguarding PDC to People PDC and amend Council diary accordingly.

3) Page 20 – Swansea Student Liaison Forum – add Landore Ward.

4) Council Diary – Page 42 (September) – Move Audit Committee from Thursday 13 to Tuesday 11.

5) Amended/Updated Lists of Committee Memberships, Outside Bodies and Member Champions have all been distributed in the Chamber and will be appended in the minutes.
One further amendment to the Committee lists (page 4) - JCC – delete G J Tanner – add D H Hopkins.

6. **Names of Councillors that the Leader of the Council has chosen to be Members of the Cabinet.**

The Leader of the Council outlined to Council the names of those Councillors that he had chosen to be members of the Cabinet. He also outlined their Cabinet Portfolios:

Cabinet Portfolio	**Councillors**
Economy & Strategy	Rob C Stewart
Business Transformation & Performance	Clive E Lloyd
Care, Health & Ageing Well	Mark C Child
Homes & Energy	Andrea S Lewis
Education Improvement, Learning & Skills	Jen A Raynor
Investment, Regeneration &	Robert Francis-Davies

Tourism	
Delivery	David H Hopkins
Environment & Infrastructure Management	Mark Thomas
Better Communities	June E Burtonshaw (Place) Mary Sherwood (People)
Children Services	Elliott J King (Early Years) Will Evans (Young People)

7. **Constitutional Matters 2018-2019.**

The Monitoring Officer presented a report which informed Council of necessary Constitutional matters that needed to be attended to at the Annual Meeting of Council. Such matters would in turn enable the efficient and lawful operation of Council.

The Monitoring Officer reminded Councillors of the amendments made to the report as previously outlined by the Presiding Member in his announcements.

Resolved that:

1) The Council Bodies and the Number of Seats allocated to them as listed below be appointed for the Municipal Year 2018-2019:

Council Body (Committees)	Seats
Council	72
Cabinet	10
Appeals & Awards	7
Appointments	13
Audit	13
Chief Exec Appraisal & Remuneration	9
Chief Officers Disciplinary	13
Chief Officers Disciplinary Appeals	13
Democratic Services	13
Family Absence Complaints	-
Economy & Infrastructure Policy Development	12
Education & Skills Policy Development	12
People Policy Development	12
Poverty Reduction Policy Development	12
Transformation & Future Council Policy Development	12
JCC	7
General Licensing	12
General Licensing Sub	3
Statutory Licensing	12

Statutory Licensing Sub	**3**
Pension Fund	**6**
Planning	**12**
Scrutiny Programme	**13**
Standards	**9**
West Glamorgan Archives	**5**
Panels, Forums, Groups etc.	
Admissions Panel	**6**
Armed Forces Community Covenant Signatories Panel	**1**
Challenge Panel	**13**
Community / Town Councils Forum	**12**
Corporate Parenting Board	**9**
Constitution Working Group	**9**
Development Advisory Group (DAG)	**3**
External Funding Panel	**10**
Gower AONB Partnership Group	**6**
Sustainable Development Fund Panel	**2**
Sustainable Development Fund Appeal Panel	**1**
Local Pension Board	**1**
Social Services Rota Visits Group	**14**
Standards Cttee Vacancy Panel	**3**
Swansea Student Liaison Forum (SSLF)	**23**
Trustees Panel	**17**

2) The **"Leader and Deputy Leader of the Council"** be paid a **Band 1, Group A, Senior Salary**:
   a) Leader of the Council (£53,300);
   b) Deputy Leader of the Council (£37,300).

3) The **"Executive Members"** be paid a **Band 2, Group A, Senior Salary** (£32,300):
   a) Cabinet Members **x 8**.

4) The **"Committee Chairs"** be paid a **Band 3, Group A, Senior Salary** (£22,300):
   a) Chair of General Licensing Committee;
   b) Chair of Planning Committee;
   c) Chair of Economy & Infrastructure Policy Development Committee ;
   d) Chair of Education & Skills Policy Development Committee ;
   e) Chair of People Policy Development Committee ;
   f) Chair of Poverty Reduction Policy Development Committee ;

g)   Chair of Transformation & Future Policy Development
        Committee ;
h)   Chair of Scrutiny Programme Committee.

5)   The Independent Remuneration Panel for Wales (IRP) determination that the
        "Leader of the Largest Opposition Political Group" must be paid a **Band
        4, Senior Salary** (subject to the 10% rule) (£22,300) be noted;

6)   The following positions be paid a **Level 1, Civic Salary** (subject to them not
        already being in receipt of a Senior Salary):
        a)   Lord Mayor (£24,300);
        b)   Deputy Lord Mayor (£18,300).

7)   A **Presiding Member** and **Deputy Presiding Member** be re-established and
        that they Chair Council Meetings. These posts will not receive a Senior
        Salary;

8)   The Committees listed in **Appendix C** of the report be exempted by Council
        from the Local Government (Committees and Political Groups) Regulations
        1990 for the Municipal Year 2018-2019 in order to allow greater
        representation from the Opposition Political Groups;

9)   Councillors be allocated to serve on Council Bodies in line with the
        nominations received from the Political Groups as outlined in **Appendix 1** to
        these minutes;

10)   The Leader of the Council' decision to allocate Councillors to sit on Outside
        Bodies be noted as outlined in **Appendix 2** to these minutes;

11)   The adoption of the Council Constitution which may be viewed at
        www.swansea.gov.uk/constitution be reaffirmed;

12)   Councillor Peter M Black be re-elected as Chair of the Democratic Services
        Committee;

13)   Those Co-opted Members eligible for Co-opted Member payments be paid a
        maximum of 20 full days per Municipal Year;

14)   Sections A and D of the Councillors Handbook which may be viewed at
        www.swansea.gov.uk/CllrsHandbook be reaffirmed;

15)   That Sections B and C of the Councillors Handbook as recommended   by
        the Democratic Services Committee held on 16 April 2018 and   outlined in
        Appendix F of the report be adopted;

16)   The list of Member Champion Areas and responsible Councillors   outlined in
        Appendix 3 to these minutes below be noted:

17)   The Councillor Mileage Distances 2017-2022 be noted.

18)   The Council Bodies Diary 2018-2019 as listed in **Appendix I** of the report be confirmed and adopted;

19)   Any consequential amendments to the Council Constitution and / or Councillors as a result of this report be carried out.

8.   General Data Protection Regulations (GDPR) – Data Protection Policy.

The Cabinet Member for Service Transformation & Business Operations presented a report which sought agreement to adopt the Council's revised Data Protection Policy.

Resolved that the revised Data Protection Policy be adopted.

9.   Policy Development and Delivery Committees Annual Report 2017/2018.

The Deputy Leader and Chair's of the five PDDC's presented a report which outlined the work of the PDDC's during the Municipal Year 2017-2018.

Resolved that:

1)   PDC Work Plans be established at the beginning of the Municipal Year through a meeting of Chairs of Policy Development Committees, Cabinet Members and Directors;

2)   PDC Work Plans be concise and deliverable, are aligned to the Council's budget and Corporate priorities, do not duplicate the work of Scrutiny and are properly resourced;

3)   Items in PDC Work Plans be clearly scoped and clear timescales and intended outputs be established at the beginning;

4)   A standard (but flexible) approach to working and developing policy across the PDCs be established, giving consideration to the five ways of working set out by the Well-being of Future Generations Act 2015.

10.   Common Seal.

Resolved that the Common Seal be affixed to any document necessary to carry into effect any resolution passed or confirmed at meetings during the previous municipal year.

The meeting ended at 4.43 pm

Chair

Report of the Cabinet Member for Homes & Energy

Council – 21 June 2018

Amendments to the Private Sector Housing Renewal and Disabled Adaptations: Policy to Provide Assistance 2017-22: Houses Into Homes and National Home Improvement Loan Scheme

Purpose:	To outline proposed amendments to the current Private Sector Housing Renewal and Disabled Adaptations : Policy to Provide Assistance 2017-2022, following changes to the Welsh Government (WG) Houses into Homes and National Home Improvement Loan Scheme, and to publish an addendum to the policy.
Policy Framework:	1. Private Sector Housing Renewal and Disabled Adaptations: Policy to Provide Assistance 2017-2022.
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	It is recommended that:
	1) Council approve the revisions to the WG Houses into Homes and National Home Improvement Loans scheme as detailed and that these are included as an addendum to the Private Sector Housing Renewal and Disabled Adaptations: Policy to Provide Assistance 2017-2022.
Report Author:	Darren Williams
Finance Officer:	Jayne James
Legal Officer:	Debbie Smith
Access to Services Officer:	Sherrill Hopkins

1.0   Introduction

1.1   The Private Sector Housing Renewal and Disabled Adaptations : Policy to Provide Assistance 2017-2022 details how Swansea Council delivers assistance to help private owners and tenants to repair, maintain, or adapt their homes.

1.2   The current Private Sector Housing Renewal and Disabled Adaptations Policy was approved by Council on 22nd June 2017.

2.0   Policy Principles

2.1   The current Policy for Private Sector Housing Renewal and Disabled Adaptations sets out the details of various types of assistance aimed at helping home owners and tenants to carry out essential adaptations and repairs. The types of assistance include the Welsh Government (WG) Houses into Homes (HIH) and National Home Improvement Loan (NHIL) scheme initiatives :

- Houses into Homes – interest free loans to tackle empty homes, to renovate and improve properties or to convert empty properties into units suitable for residential accommodation. When loans are repaid they are recycled as further loans.

- National Home Improvement Loan – interest free loans for the repair or conversion of properties to make them safe, warm and / or secure. When loans are repaid they are recycled as further loans.

3.0   Changes to existing Policy and points to note

3.1   WG are making changes to the HIH and NHIL schemes to improve take-up of the loans, to reduce the number of applicants being ineligible due to affordability issues and to amend the fee structure.

3.2   The existing HIH and NHIL schemes are to be combined into one single fund. This will deliver 3 types of loans, Owner Occupier Repayable Financial Assistance, Owner Occupier Loans and Landlord Loans.The schemes will continue to be used to improve properties and / or bring empty properties back into use.

3.3   A new loan type has also been introduced 'Owner Occupier Repayable Financial Assistance'. This is targeted at low income households who fail the affordability test to be eligible for Owner Occupier Loans. This assistance will not require monthly repayments, instead the loan will be repaid on future sale or transfer of the property.

3.4   The administration fees for delivery of the loans have been changed to enable Councils to be able to charge a fee to cover administration costs via claiming a fee direct from the loan fund, with the remainder charged to the loan recipient.

3.5   Landlord loan repayment periods will be 2 years if the property is sold when completed, or 5 years if property is to be made available for rent; or a maximum period of 10 years if the loan recipient agrees to rent the property at Local Housing Allowance (LHA) rates, with the Council having nomination rights over this period. This means the Council can place applicants from the housing needs register into the property in question.

4.0   Financial Implications

4.1   The previous tranches of grant funding for HIH of £1,517,140 and repayable funding for HIH and NHIL of £1,770,222 have been combined into a single fund of £3,287,362. The scheme's repayment terms have not changed, with £1,770,222 of this fund to be repaid by the Council to WG by 2030.

5.0   Equality and Engagement Implications

5.1   There are no equality or engagement implications associated with this report. The changes are being driven by WG and there is no alteration to the policy or to the process involved in assessing eligibility for receiving assistance.

6.0   Legal Implications

6.1   The scheme is a WG initiative, delivered by local authorities, and is included within Swansea Council's powers to provide assistance, contained in the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 and the Council's published Policy to Provide Assistance 2017-2022.

Background Papers: Private Sector Housing Renewal and Disabled Adaptations Policy to Provide Assistance 2017-2022.

Appendices:

Appendix A – Addendum to Private Sector Housing Renewal and Disabled Adaptations : Policy to Provide Assistance 2017-2022 : Revision to Section 6 Welsh Government Initiatives

Addendum to Section 6 of the Private Sector Housing Renewal and Disabled Adaptations : Policy to Provide Assistance 2017-2022
Fund to deliver Owner-Occupier Repayable Financial Assistance, Owner Occupier Loans and Landlord Loans.
Revision to Section 6 Welsh Government Initiatives
Part 1 Owner Occupier Loans
1.1 Criteria for Owner Occupier Loans

Who is eligible	• Owners and occupiers of properties to make safe, warm, secure. • Owners of properties vacant for a minimum of 6 months on the condition the loan recipient occupies the property on completion of the works for the duration of the loan.
Eligible Works	• Improvements to the standard and overall quality of the accommodation to make it warm, safe, secure. Works should bring it up to a reasonable standard for occupation referred to in operational guidance. • Works to convert an empty residential or commercial building into accommodation of a reasonable standard so that it is suitable for immediate occupation. • Loans may be provided to fund part of the works provided there is evidence from the applicant as part of the application that there is sufficient funding to complete the remainder of the works.
Loan Amounts, Terms and Fees	• Minimum loan £1,000, maximum loan amount will be £25,000 per property / unit. • Maximum loan term up to 10 years until 2020. From 1st January 2020 the maximum loan term will be the period from approval until expiry of the scheme in 2030. • Loans will normally be repaid in monthly instalments. Loan applicant's eligibility will be subject to an affordability test. • Loans will be interest free. • Fees will be charged for administration costs, comprising a fee charged direct from the fund and a fee charged to the loan recipient. This may be added to the loan.
General Conditions	• Properties must be 10 years old. • Loan to value ratio will not exceed 80%. • The Council at it's discretion may request a property valuation report by a Royal Institute of Chartered Surveyors (RICS) qualified surveyor, payable by applicant. • A schedule of works will be agreed with the applicant prior to the offer of any loan and will form part of the loan conditions. Where appropriate, Planning and Building Regulations consent will be required for

	proposed works.
	 • Applicants must not have any outstanding debt to the Council at the time of making an application or have adverse credit history which may include County Court Judgements, Individual Voluntary agreements (IVAs), Debt Relief Orders, Bankruptcy (within 6 years), or Company Insolvency Liquidation.
	 • Loan Assistance will not be available for the following :
	     ➢ Properties that are not of a permanent nature such as houseboats and caravans.
	     ➢ Structures that do not have Building Regulations approval.
	     ➢ Buildings not suitable for conversion to habitable dwellings.
	 • If owner occupiers do not maintain occupation, immediate repayment will be required.

Part 2 Owner Occupier Repayable Financial Assistance Loans

2.1 Criteria for Owner Occupier Repayable Financial Assistance Loans

Who is eligible	• Owners and occupiers of substandard properties who fail the affordability test for Owner Occupier Loans, to make a property safe, warm, secure. • Owners of properties vacant for a minimum of 6 months, who fail the owner occupier affordability test for Owner Occupier Loans, on the condition the loan recipient occupies the property on completion of the works for the duration of the loan.
Eligible Works	• Works to remove Housing Health and Safety Rating System (HHSRS) hazards and make it warm, safe, secure, only (not for conversion works). • Loans may be provided to fund part of the works provided there is evidence from the applicant of sufficient funding to complete the remainder of the works.
Loan Amounts, Terms and Fees	• Minimum loan £1,000, maximum loan amount will be £25,000 per property. • Lifetime loan, the loan will be registered as a legal charge repayable in full on sale or transfer of title (or upon applicants moving into long term care or sheltered accommodation, or death of loan recipient), repayable as a single lump sum. • Loans will be interest free. • Fees will be charged for administration costs, comprising a fee charged direct from the fund and a fee charged to the loan recipient. This may be added to the loan.
General Conditions	• Properties must be at least 10 years old.

	- Loan to value ratio will not exceed 80%. - The Council at it's discretion may request a property valuation report by RICS qualified surveyor, payable by applicant. - A schedule of works will be agreed with the applicant prior to the offer of any loan and will form part of the loan conditions. Where appropriate, Planning and Building Regulations consent will be required for proposed works. - Applicants must not have any outstanding debt to the Council at the time of making an application or have adverse credit history which may include County Court Judgements, Individual Voluntary agreements (IVAs), Debt Relief Orders, Bankruptcy (within 6 years), or Company Insolvency Liquidation. - Loan Assistance will not be available for the following : - Properties that are not of a permanent nature such as houseboats and caravans. - Structures that do not have Building Regulations approval. - Buildings not suitable for conversion to habitable dwellings. - If owner occupiers do not maintain occupation of the property in question, immediate repayment will be required.

Part 3 Landlord Loans
3.1 Criteria for Landlord Loans

Who is eligible	- Landlords of substandard properties to make a property safe, warm, secure. - Owners of properties vacant for a minimum of 6 months, who intend either renting or selling the property on completion of the works. Individuals and companies can apply. - Persons applying for loans may either be existing or prospective owners. The property must be registered in the applicant's name before the loan can be approved.
Eligible Works	- Improvements to the standard and overall quality of the accommodation, remove HHSRS hazards, and make it warm, safe, secure. Works should bring it up to a reasonable standard for occupation referred to in operational guidance. - Works to convert an empty residential or commercial building into accommodation of one or more units of a reasonable standard so that it is suitable for immediate occupation. - Loans may be provided to fund part of the works provided there is evidence from the applicant of sufficient funding to complete the remainder of the works.

Loan Amounts, Terms and Fees	• Minimum loan £1,000, maximum loan amount will be £25,000 per property / unit, up to a total maximum of £250,000 up to 10 units, per applicant.
	• Maximum loan term up to 2 years if the property is to be sold on completion of the works.
	• Maximum loan term 5 years if the property is to be made available for rent.
	• Maximum loan term 10 years if the property is to be made available for rent at Local Housing Allowance (LHA) affordable rent levels, let through the Council's preferred Social Lettings Agency, subject to a nomination agreement.
	• Loans will normally be repaid as a full repayment lump sum at the end of the loan term for loan terms of 3 years or less. Longer loans terms will require a percentage repayment during the loan term as follows:
	    ➢ Loan term of 5 years or less : 25% lump sum repayment after 3 years, remainder repaid at end of loan term.
	    ➢ Loan term of more than 5 years : 50% lump sum after 3 years, remainder at end of loan term.
	• Loans will be interest free.
	• Fees will be charged for administration costs, the fee charged to the loan recipient may be added to the loan.

General Conditions	• Properties must be at least 10 years old.
	• Properties deemed empty as identified by the Council's Empty Property Register as being empty for a minimum of 6 months.
	• Loan to value ratio will not exceed 80%.
	• The Council at it's discretion may request a property valuation report by RICS qualified surveyor, payable by applicant.
	• Loan can be used for the intention of renting or selling the property.
	• Where applicable, Planning and Building Regulations consent will be required for proposed works.
	• Applicants must not have any outstanding debt to the Council at the time of making an application or have adverse credit history which may include County Court Judgements, Individual Voluntary agreements (IVAs), Debt Relief Orders, Bankruptcy (within 6 years), Company Insolvency Liquidation.
	• Loan Assistance will not be available for the following :
	    ➢ Properties that are not of a permanent nature such as houseboats and caravans.
	    ➢ Structures that do not have Building Regulations approval.
	    ➢ Buildings not suitable for conversion to habitable dwellings.

Cyngor **Abertawe**
Swansea Council

Report of the Cabinet Member for Better Communities

Council – 21 June 2018

Safer Swansea Community Safety Strategy

Purpose:	The report presents a strategic partnership response for delivering priorities as identified in the Safer Swansea Community Safety Strategy.
Policy Framework:	Crime and Disorder Act 1998 South Wales Police & Crime Reduction Plan 2017-2021 Well-being of Future Generations (Wales) Act 2015 Swansea Public Services Board Local Wellbeing Plan
Consultation:	Access to Services, Finance and Legal All statutory partners of the Community Safety Partnership Public Consultation
Recommendation(s):	It is recommended that:

1)   Council approves the Safer Swansea Community Safety Strategy.

Report Authors:	Paul Thomas / Jane Whitmore
Finance Officer:	Chris Davies
Legal Officer:	Sandie Richards
Access to Services Officers:	Sherill Hopkins / Catherine Window

1.   Introduction

1.1   The Safer Swansea Partnership was established in 1998 as a result of the Crime and Disorder Act 1998

1.2   The Safer Swansea Partnership has a statutory responsibility to undertake annual reviews of Crime and Disorder. The purpose of the review is to become aware of the nature of Crime and Disorder, anti-social behaviour and substance misuse within the City & County of Swansea, and then to identify methods of developing and implementing effective action to reduce these problems and direct resources to address them.

1.3 The Safer Swansea Partnership will seek to support the Public Service Board in meeting and delivering on the local strategic objectives and priorities

2. Partnership Strategy

2.1 The Safer Swansea Community Safety Strategy is a partnership document attached as **Appendix A**.

2.2 The strategic priorities agreed with statutory partners and key stakeholders for the Safer Swansea Partnership are:

- o Violence against women, domestic abuse and sexual violence (VAWDASV)
- o Substance Misuse
- o Stronger Communities
- o Evening and Night time Economy
- o Hate Crime and Community Tension monitoring

3. Equality and Engagement Implications

3.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid due regard to the above

An EIA screening has been completed with the agreed outcome that a full EIA report is not required as the strategy provides an overall broad framework for all partnership activity around the key priorities identified for action. There are five specific areas to be developed and they will undergo the EIA process in their own right, e.g. the VAWDASV objective already has a full   EIA report completed.

3.2 The Strategy went out for public consultation and closed on 9th March 2018. Consultation responses are attached as **Appendix B**.

3.3 A summary of responses to the public consultation are:

- A total of 26 survey responses were received.
- 73% of those who completed the survey were a member of the public.
- 96% of respondents agreed that the Strategy was easy to read.
- 83% agreed that the Strategy was easy to understand.
- 83% agreed that the Strategy was informative.
- 92% agreed that the vision / purpose was appropriate.

- 82% agreed that the vision / purpose was achievable.

- 88% agreed that the vision / purpose is the right one for Swansea.

- Most of the respondents strongly agreed that the five priorities outlined in the strategy were appropriate and the right ones for Swansea.

- 64% agreed that it was clear how progress on the Strategy would be measured.

3.4 In response to the public consultation, the following amendments have been made to the strategy.

- Strategic Priority 3 was retitled Stronger Communities which links to one of the key objectives in the Public Services Board Local Well Being Plan

- Under the heading 'Performance Framework' the following sentence has been included. 'The strategic priorities are not listed in order of importance, as each one has an equal level of standing'

4. Financial Implications

4.1 There are no financial implications associated with this report.

5. Legal Implications

5.1 The Well-being of Future Generations (Wales) Act 2015 puts a Well-being duty on specified public bodies to act jointly and establish statutory Public Service Boards (PSBs) for each local authority area in Wales.

5.2 The Safer Swansea Community Safety Strategy will support in the delivery of the PSB strategic objectives and priorities.

5.3 Future work and priorities of the Safer Swansea Partnership will link into the development of Local Well-being plans.

Background Papers: EIA assessment

Appendices:
Appendix A   Safer Swansea Community Safety Strategy

Appendix B   Consultation Responses

Safer Swansea Community Safety Strategy

2018 -2021

Working together to make Swansea a Safer, more

Cohesive and Confident Place to

Live, Work and to Visit

Contents

Foreword

Welcome to the 2018 – 2021 Safer Swansea Partnership Strategy.

The strategy reflects the changing community safety landscape and the Safer Swansea Partnership Steering Group will work together to ensure that we are prepared to meet the changing environment in which we work.

The work continues to evolve as a result of the continued financial challenges and new emerging priorities such as domestic violence, substance misuse, child sexual exploitation, human trafficking and modern day slavery which cut across the community safety and safeguarding areas of responsibility.

We need to work together more efficiently and effectively, to use all of the resources available to us in our communities, and to build positive, strong and resilient communities where the most vulnerable are supported and protected.

Members of the Safer Swansea Partnership Steering Group remain committed to working together, building on the success over the last few years and ensuring that Swansea continues to be a safe place to live, work and to visit.

Chris Sivers
Director of People, Swansea Council

Martin Jones
Chief Superintendent, South Wales Police

Safer Swansea Partnership Steering Group Joint Chairs – Chris Sivers, Director of People, Swansea Council and Chief Superintendent Martin Jones, South Wales Police.

The Safer Swansea Partnership

The Safer Swansea Partnership was established in 1998 as a result of the Crime and Disorder Act 1998.

The Safer Swansea Partnership has a statutory responsibility to undertake annual reviews of Crime and Disorder. The purpose of the review is to become aware of the nature of Crime and Disorder, anti-social behaviour and the misuse of drugs within the Swansea Council area, and then to identify methods of developing and implementing effective action to reduce these problems and direct resources to address them.

The Safer Swansea Partnership will seek to support the Public Service Board in meeting and delivering on the local strategic objectives and priorities.

The Safer Swansea Steering Group is the management and leadership group for the Safer Swansea Partnership where all key decisions are made on behalf of the Partnership. It provides leadership on the Safer Swansea strategy and liaison with the Police and Crime Commissioner on funding and strategy.

The membership of the Steering Group consists of key representatives from statutory partners and other organisations with an interest and influence in community safety issues.

Statutory Members include:

- South Wales Police
- Swansea Council
- ABMU Health Board
- National Probation Service
- Wales Community Rehabilitation Company
- Mid & West Wales Fire and Rescue Service
- Western Bay Youth Justice and Early Intervention Service

Other Members include:

- Police and Crime Commissioners Office
- Elected Member responsible for Community Safety
- Western Bay Safeguarding Boards
- Welsh Ambulance Service
- HE/FE Representation
- Public Health Wales
- Third Sector representation
- Others to advise as needed

Well-Being of Future Generations (Wales) Act

The Well-Being of Future Generations (Wales) Act places new requirements on Welsh Government along with 43 other public bodies across Wales to think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined up approach *(Shared Purpose, Shared Future).*
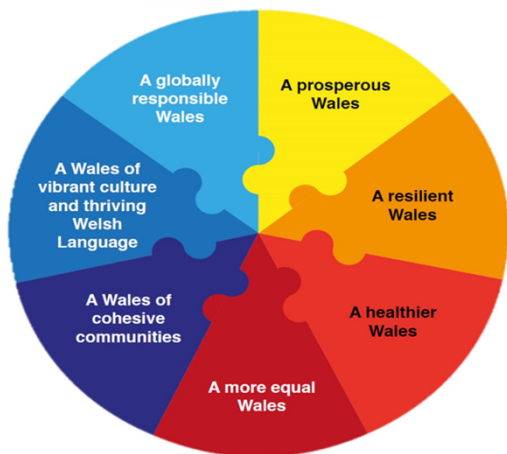
The Act is about improving the social, economic, environmental and cultural well-being of Wales, now and in the future. Public bodies need to ensure that, when making their decisions, they take into account the impact they could have on people living their lives in Wales in the future.

To make sure there is a cohesive the vision, the Act puts in place **seven goals for the Well-being Future Generations**

The Act puts in place a **'sustainable development principle'** which tells organisations how to go about meeting their duty under the Act; these 5 ways of working are:

Long Term – The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs

Prevention – How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

Integration – Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration – Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives.

Involvement – The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

The Statutory Guidance for Part 4 of the Well-being of Future Generations (Wales) Act 2015 outlines the collective role for public service boards. The Statutory Duties which can be discharged via a Local Well-being Plan are outlined in Annex A of this document. In terms of Community Safety the table in Annex A outlines the legislation, duty, planning requirements and partners. The development of a Safer Swansea Community Safety Strategy will meet the Statutory Duty and feed into the development of a Local Well-Being Plan.

National Context

In 2017 Welsh Government announced a review will be undertaken on the way public services work together to help make our communities safer in Wales.

The review will make recommendations for:

- Establishing a strategic vision for community safety in Wales which all organisations involved understand, share and build into their national, regional and local planning;

- A sustainable approach to partnership working in Wales developed through the collection and analysis of evidence including UK-wide and international evidence about what works;

- Understanding, defining and clarifying the range of stakeholders and their leadership roles, including that of Welsh Government, police and crime commissioners, local authorities and Whitehall departments

- Creating stronger, more effective and more accountable leadership from all agencies and organisations

- Reflecting the new clarity around leadership by streamlining and simplifying governance to enhance accountability while refocusing activity so as to avoid duplication, and confusion

- Achievement of the wellbeing objectives published alongside the Taking Wales Forward Programme for Government

- Ensuring delivery in accordance with the Taking Wales Forward Programme for Government.

The five year South Wales Police & Crime Reduction Plan 2017-2021 looks at early intervention and prompt positive action to help prevent problems escalating.

The plan sets out six priorities for keeping communities safe.

- Reduce and prevent crime and anti-social behaviour to keep people safe and confident in their home and communities

- Improve the way we connect with, involve and inform our communities

- Work to protect the most vulnerable in our communities

- Make sure that the local criminal justice system works effectively and efficiently, meeting the needs of victims and challenging offenders

- Make our contribution to the strategic policing requirement and successfully police major events

- Spend your money wisely to protect policing in your community

Evidence of Local Need

Whilst developing priorities data and evidence of local need has been drawn from a number of sources to highlight the key challenges as outlined below:

Swansea Wellbeing Assessment

Swansea faces a number of challenges now and in the future, such as climate change, poverty, health inequalities, unemployment and growth.

- **Population Changes** – a growing, more diverse and ageing population
- **Economic Changes** – attracting investment, high quality jobs and new technology into Swansea whilst addressing the skills gap
- **Climate Changes** – risk from flooding, air and water quality, energy security and dangers to ecosystems and biodiversity
- **Social and Cultural Changes** – addressing inequalities in health, education, employment and life chances

To address these challenges, we know we cannot keep doing things in the way we always have; we have to do things differently to make things change.

A link to the assessment can be found below
http://www.swansea.gov.uk/article/30905/What-its-like-living-in-Swansea-Join-the-conversation

Western Bay Population Needs Assessment

The Western Bay population needs assessment exercise undertaken by social services and the health boards working through a joint committee to gather information on wellbeing and the barriers to achieving wellbeing for people who need care and support and their carers. Violence Against Women, Domestic Abuse and Sexual Violence has been identified as one of its core themes.

A link to the full assessment can be found below.
http://www.westernbaypopulationassessment.org/en/home/

Public Perception

In August 2017 the Western Compass Survey was carried out in Swansea to capture the experiences and public perception in order to understand the issues that matter most to the public and identify how these can be addressed.

The key headline findings in relation to community safety are outlined below:

- The majority of people feel that crime and anti-social behaviour has remained the same in the last 12 months. However, recorded crime figures have shown a decline.

- Additional research has shown that repeat victims of anti-social behaviour have a significant impact on our demand, the majority of which involve partners to resolve and in some cases the victim has mental health related issues.

- 84.6% feel safe in their community, which has reduced from 88.9% in 2014/15.

- 23.8% feel use or dealing drugs is a very/fairly big problem, which has increased from 14.4% in 2014/15.

- 17.0% feel drunk and rowdy behaviour is a very/fairly big problem, which has increased from 9.7% in 2014/15.

- Additional research into Domestic Abuse shows it is experienced by certain household types under the profiling of Mosaic.

- Perceptions that the police and council are dealing with what matters has reduced from 60.4% (2014/15) to 58.6% (2016/17).

- The perception that the police are dealing with what matters has increased from 66.2% (2014/15) to 68.7% (2016/17).

- Likewise the perception that the police do an excellent/good job has increased from 71.1% (2014/15) to 72.1% (2016/17).

- The majority of under-reporting occurs with incidents of E-crime or Hate crime, the reasons being that they feel there would be little chance of catching the offender.

- Satisfaction with the levels of Police Community Support Officer visibility does affect feelings of safety and perceptions that the police are doing a good job.

- Those dissatisfied with the levels of Police Community Support Officer visibility are most likely to be affluent household types that experience low crime and anti-social behaviour.

- Where people know their local Police Community Support Officer they are less likely to be dissatisfied with the levels of patrol.

- The majority of respondents do not feel informed about how local issues are being tackled, the non-emergency number, the nearest accessible police station, and social media.

- People want to receive information via a newsletter or face to face.

Scope of the Strategy

In July 2016, a review of the Community Safety Team was undertaken within the Council and later, through a multi-agency stakeholder workshop, a vision and purpose was agreed.

The **Vision** for Community Safety in Swansea was defined as:

> **'A place where all members of society can feel safe at all times'**

The **Purpose** of Community Safety was defined as:

> **'Swansea partners delivering a collective vision to create a safe and welcoming environment in which to live, work, visit, trade, study, relax and retire'**

The purpose of the workshop held in April 2017, was to re-invigorate the partnership working around Community Safety in Swansea.

The aim of the workshop was to ensure that Swansea's top priorities were identified and reflected in the new Safer Swansea Partnership Strategy and all actions captured in a single plan, providing a basis for delivering the objectives of the Public Service Board.

Partners in Swansea already have a well-established reputation for delivering successful initiatives and positive, productive working relationships that provide a sound platform for further success in achieving the Partnership's aims and objectives.

Regionalisation is also a key factor to consider when developing the Community Safety Plan going forward and Swansea partners will be working closely with colleagues across the Western Bay Region.

Strategic Priorities

The strategic priorities agreed with statutory partners and key stakeholders for the Safer Swansea Partnership are:

- Violence against women, domestic abuse and sexual violence   (VAWDASV)
- Substance Misuse
- Stronger Communities
- Evening and Night Time Economy
- Hate Crime and Community Tension Monitoring

Over-arching Themes

The Partnership has identified two over-arching themes that will complement the work undertaken in all priority areas. The Safer Swansea Steering Group will monitor progress.

1. Reassurance Communication

Effective reassurance needs to be provided at every available opportunity to help change perceptions of crime, reduce fear of crime, promote positive outcomes of Safer Swansea and effectively highlight the importance of the work of the Partnership.

Reassurance is largely a communications issue and not the role of one person, but every Partnership member.

2. Community Engagement

Community engagement is integral to our everyday work. Safer Swansea must improve the way partners engage with members of the public to build relationships based on trust and respect. Face to face communication is powerful and must be used more frequently and effectively in the work of the Partnership.

Important in this process over the next three years will be improvements in two key areas:

- the Partnership and Communities Together (PACT) process and
- Information sharing targeted action meeting (ISTAM's)

Safer Swansea will aim to encourage greater participation at these meetings and promote engagement through a variety of fora. An example of greater community engagement would be to hold events to enable the community to comment on progress on the strategy and feed in information on initiatives happening in their respective communities.

Performance Framework

The Strategy will be delivered within a multi-agency, partnership framework.

Each strategic priority detailed on the following pages outline the areas for development that the Partnership will focus on over the next four years. The strategic priorities are not listed in order of importance, as each one has an equal level of standing.

These strategic priorities form the base of a four year Action Plan which will give clear outcomes, identify leads and key partners who will contribute to progressing the actions and the outcomes identified.

The Action Plan will be developed in partnership to ensure strong senior officer buy in, ownership and responsibility. Through this process, each partner will identify actions, expected outcomes, and strategic leads.

Strategic Priority 1

Violence against women, domestic abuse and sexual violence (VAWDASV)

Swansea, along with the Welsh Government, recognises that violence against women, domestic abuse and sexual violence (VAWDASV) is a violation of human rights. It is both a cause and consequence of gender inequality and disproportionately affects women and girls. Whilst it is important to acknowledge that women and girls are overwhelmingly affected by VAWDASV, we also recognise that men and boys can experience and be affected by violence and abuse.

Strategic Objectives

In line with Welsh Government's National Strategy on Violence against Women, Domestic Abuse and Sexual Violence (2016-2021), there are seven objectives.

Objective 1:
Increase awareness and challenge attitudes of VAWDASV

Objective 2:
Increased awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong

Objective 3:
Increased focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety

Objective 4:
Make early intervention and prevention a priority

Objective 5:
Relevant professionals are trained to provide effective, timely and appropriate responses to victims

Objective 6:
Provide victims with equal access to appropriately resources, high quality, needs led, strength based, gender responsive services

Objective 7:
Prepare robust evidence to inform our work

Measuring Progress

An annual Action Plan will be developed to drive forward specific actions from the Strategic Objectives. This will be monitored through the Domestic Abuse Monitoring & Delivery Group and Domestic Abuse Strategy Group. There is an increased focus on regional working on this agenda that will be developed with regional partners, in line with Welsh Government requirements.

Strategic Priority 2

Substance Misuse

The Welsh Government published its ten year substance misuse strategy *'Working Together to Reduce Harm'* in October 2008. The strategy sets out a clear national agenda for tackling and reducing the harms associated with substance misuse in Wales.

Strategic Objectives

The Strategy covers four key areas/aims:

Objective 1. Preventing Harm

Objective 2. Supporting Substance misusers – aiding and maintaining recovery

Objective 3. Supporting and protecting families

Objective 4. Tackling availability and protecting individuals and communities via enforcement activity

Objective 5. To develop a Local Substance Misuse Delivery Plan

Measuring Progress

This will be monitored by the regional area planning board and progress reported to the Safer Swansea Partnership on a quarterly basis.

Strategic Priority 3

Stronger Communities

Community cohesion is what must happen in all communities to enable different groups of people to get on well together, whatever their backgrounds or circumstances. Cohesion within and between communities is an essential component of people's quality of life and of their local and national identity.

Community cohesion involves us all, and how we relate to others who are different. It is not just about how people from different ethnic groups, religions or nationalities, relate and get on, although this is a vital component. It also involves us working to break down the barriers to inclusion in our society caused by income equality, or caused by isolation and loneliness amongst older people; or by barriers preventing the inclusion of disabled people.

We have moved to a new climate where a Wales of Cohesive Communities is enshrined in the national goals of the Well-being of Future Generations (Wales) Act 2015. This ensures that community cohesion is at the heart of how Public Bodies deliver policies and services.

Strategic Objectives

In line with Welsh Government's National Community Cohesion Delivery Plan 2017-20 there are four objectives with a fifth one added to strengthen our delivery of the objectives.

Objective 1. Work at a strategic level to break down barriers to inclusion and integration across marginalised groups

Objective 2. Work at a local level to break down barriers to inclusion and integration for particular groups and communities

Objective 3. Supporting migrants, refugees and asylum seekers and settled communities during the integration process

Objective 4. Supporting communities in preventing hostility and extremism and managing consequences

Objective 5. Reduce and prevent crime and anti-social behaviour to keep people safe and confident in their homes and communities

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Measuring Progress

The Welsh Government delivery plan is managed and updated by the Regional Community Cohesion Coordinator. Each regional partners have a local plan which addresses specific issues which relate to local need, this will be reported to the Safer Swansea Partnership Steering Group bi annually.

Strategic Priority 4

Evening and Night Time Economy

Swansea City Centre in the Evening and at Night 2027

Our vision for the future of Swansea City Centre after dark is as follows:-

By 2027 Swansea City Centre's evening and night time economy will be universally celebrated as a thriving social centre for fun and entertainment that is welcoming, safe and inclusive for those seeking leisure pursuits across a diverse range of activities.

The strategy will provide a strategic framework to guide the effective future management and positive development of Swansea City Centre's evening and night time economy as a place where people choose to spend their leisure time.

The Strategy will also be used as a tool by the multiple organizations involved in its inception together with local decision-makers, to promote and demonstrate the value of this sector, influence key decisions, seek support for this agenda and help facilitate funding and resources.

Strategic Objectives

Objective 1. To provide a position statement regarding the current performance of the existing evening and night economy

Objective 2. To establish a series of key performance indicators and performance targets against which the future performance of this sector can be monitored

Objective 3. To set out the mechanisms for the implementation of the strategy

Objective 4. To identify areas of improvement according to a series of over-arching development themes

Objective 5. To provide a *SMART* Action Plan setting out key actions

Measuring Progress

The ENTE Strategy Development Working Group is a multi-agency team lead by the local authority and meets monthly and sets the strategic direction.

This group is supported by the ENTE Operations Group which is led by South Wales Police. Meetings are also monthly and multi-agency in nature but the focus is the oversight and coordination of activities on the ground such as upcoming events, planning joint operations and monitoring key projects.

Strategic Priority 5

Hate Crime and Community Tension Monitoring

Welsh Government and partners in the Swansea Council area tackle hate crimes and incidents in respect of the protected characteristics under the ***Equality Act 2010***. These include disability, race, religion, sexual orientation and gender reassignment. Age is also a protected characteristic and is incorporated into this area of work. The WG Framework to tackle Hate Crime also takes forward work in relation to mate crime, far right hate and cyber hate and bullying. The Equality Act 2010, created a duty on public organisations when carrying out their functions to advance equality of opportunity and the need to foster good relations between people who share a relevant protected characteristic and people who do not.

Victim Support has been commissioned by the Welsh Government as the Official National Hate Crime Report and Support Centre for Wales.

Strategic Objectives

In line with Welsh Government's National Strategy on tackling Hate Crime, ***'WG Tackling Hate Crimes & Incidents – A Framework for Action'.***

Objective 1: PREVENTION

1 – Tackling Hate-related Bullying and Promoting Respect
2 – Promoting Inclusion and Resilience
3 – Delivering Fairness and Equality
4 – Delivering Training and Awareness in Service Delivery

Objective 2: SUPPORTING VICTIMS

5 – Increasing Reporting of Hate Crimes and Incidents
6 – Increasing Support for Victims

Objective 3: IMPROVING THE MULTI-AGENCY RESPONSE

7 – Improving Partnership Working
8 – Tackling Perpetrators

Measuring Progress

An annual delivery plan, 'Swansea Council Hate Crime Stakeholder Action Plan' has been developed to deliver specific actions from the Strategic Objectives. This is managed and monitored through:-

- Hate Crime Stakeholder Group comprising of the Police, Victim Support, Swansea University and Swansea Council, and

- Safer Swansea Partnership Steering Group.

Related Strategies and Partnerships

The Well-being of Future Generations (Wales) Act 2015 puts a Well-being duty on specified public bodies to act jointly and establish statutory Public Service Boards (PSBs) for each local authority area in Wales.

Future work and priorities of the Safer Swansea Partnership need to link into the development of Local Well-being plans currently being developed.

Wider links and interdependencies:

- Community Cohesion (Regional and Local)

- Channel Partnership (Local)

- Prevent (Local)

- Contest (Regional)

- Asylum Seekers and Refugee/Migration (Local)

- Western Bay Safeguarding Boards (Regional)

- Public Protection Executive Board (Local)

- Children & Young People Partnership Board (Local)

Funding Arrangements

The level of funding via the Police and Crime Commissioners Office to the Safer Swansea Partnership has remained the same for a number of years. This funding is utilised across the partnership to meet the strategic objectives identified by the Partnership, aligning to the priorities outlined by the Police and Crime Commissioner.

Reporting Arrangements

To measure success, Safer Swansea will draw on qualitative and quantitative data from a number of sources, including evaluation of projects and customer feedback.   The Safer Swansea Partnership Steering Group will monitor progress and performance against each of the strategic priorities through the work programme.

A report on progress will be complied on an annual basis.

Governance Arrangements

Interdependencies and groups that will feed into the Safer Swansea Partnership are outlined in the governance structure chart below.

SAFER SWANSEA PARTNERSHIP GOVERNANCE

PUBLIC SERVICE BOARD

Police & Crime Commissioner – Crime Reduction Plan

WG Community Cohesion Strategic Framework

Serious and Organised Crime

SAFER SWANSEA PARTNERSHIP STEERING GROUP

Western Bay Adult Safeguarding Board

Western Bay Children Safeguarding Board

Western Bay CONTEST Board

Strategic Priority 1 VAWDASV Strategic Group

Strategic Priority 2 Substance Misuse

Strategic Priority 4 Evening & Night Time Economy

Strategic Priority 5 Hate Crime & Community Tension Monitoring

Strategic Priority 3 Stronger Communities

Channel

VAWDASV Strategy Group

WB Area Planning Group

E & NTE Strategy Group

Hate Crime Stakeholder Group

ASB / Day time Economy Multi-Agency Group

Sub Groups

Sub Groups

Sub Groups

Community Safety Tasking Group

Building Stronger Swansea Together

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Safer Swansea Community Safety Strategy 2018-2021

Consultation Report

April 2018

Cyngor **Abertawe**
Swansea Council

Contents

1. Introduction

The residents of Swansea were invited to comment on the Safer Swansea Community Safety Strategy 2018-2021 partnership document through an online public consultation which closed on 9th March 2018.

The consultation highlighted that the Strategy would be delivered within a multi-agency, partnership framework, and asked questions about the priority areas for development that the Partnership planned to focus on over the five year period.

2. Summary of Responses

- A total of 26 survey responses were received.

- 73% of those who completed the survey were a member of the public.

- 96% of respondents agreed that the Strategy was easy to read.

- 83% agreed that the Strategy was easy to understand.

- 83% agreed that the Strategy was informative.

- 92% agreed that the vision / purpose was appropriate.

- 82% agreed that the vision / purpose was achievable.

- 88% agreed that the vision / purpose is the right one for Swansea.

- Most of the respondents strongly agreed that the five priorities outlined in the strategy were appropriate and the right ones for Swansea.

- 64% agreed that it was clear how progress on the Strategy would be measured.

3. Consultation Responses

1.1. Which best describes you?

The 26 survey respondents were asked whether they were responding as a member of the public, as part of the Council, as part of the PSB, or another organisation / partner. The majority said they were a member of the public.
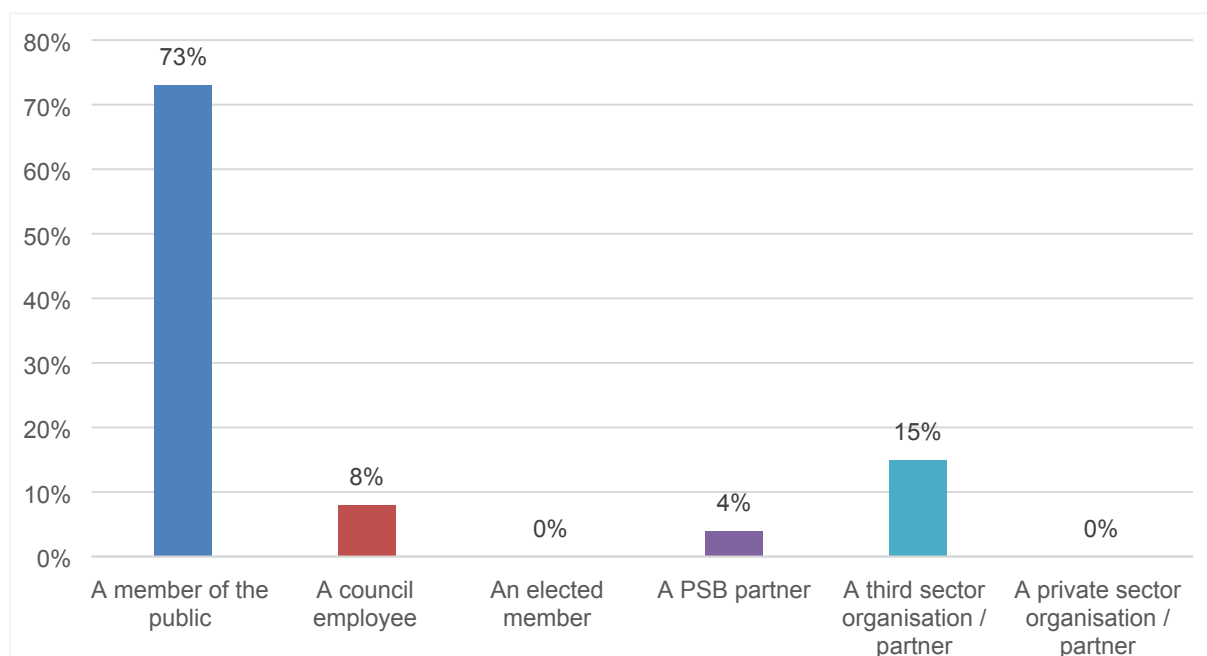
1.2. Why are you interested in responding to the consultation on our Safer Swansea Community Safety Strategy?

The respondents were why they wanted to have their say on the Strategy.
Below are the answers that they gave:

As I have been providing legal advice to the Anti-social Behaviour Core Group for the past 15 years.
because I am a citizen of the city and county of swansea
Can't give suggestions etc if don't participate
Community input is essential for an appropriately focussed and supported strategy.
Community Safety and Cohesion and relative aims directly relate to my professional role.
I am a member of Neighbourhood Watch.
I like to have input

I live and work in the area and there are issues covered by the strategy that affect both my working environment, the environment within which our beneficiaries live and I live personally.

i WANT TO FEEL SAFE IN MY COMMUNITY. There are times in the past when i have not felt safe. I want other people in my community to be safe. If the community don't get involved in these things how can we make anything work?

In order to be able to respond to questions raised by the public

It has relevance for and an impact on myself and those I care about

It should shape our environment

Saving money

So that Swansea is Safe!

So we feel safe in our own community.

To ensure the strategy meets the needs of Swansea's diverse communities, particularly in the context of anti-immigration rhetoric.

To make Swansea a safe place to live and visit

To reduce danger of R.T.A. Knoll Avenue. Vehicles travel at speeds in excess of 44ft. per second. 19 out of 20 fail to stop. Your road Inspector has witnessed this. Children cross the road to attend park/school.

1.3. Thinking about the Strategy, do you agree or disagree with the following…?

The respondents were asked to give their thoughts on five statements about how they found the Strategy document. Most of them agreed with all of the statements, with the majority answering that they tended to agree:

'The Strategy is easy to read'

This statement produced the most positive response out of the five posed, with 96% of respondents agreeing that the strategy was easy to read.
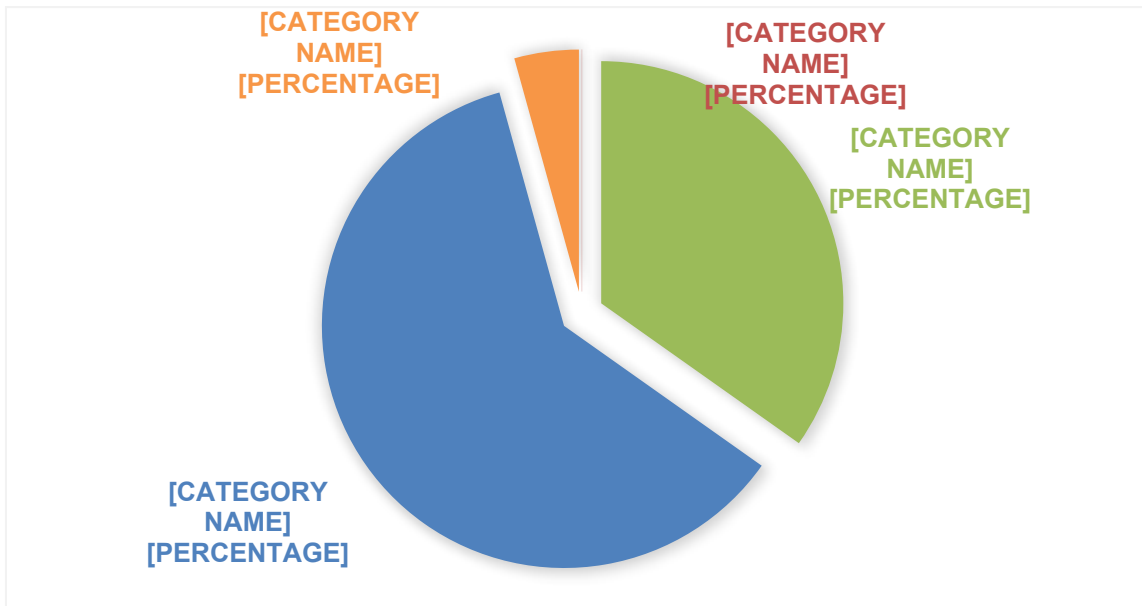
'The Strategy is easy to understand'

This statement produced the third most positive response, with 83% agreeing that the Strategy is easy to understand. However, almost a fifth (17%) tended to disagree.
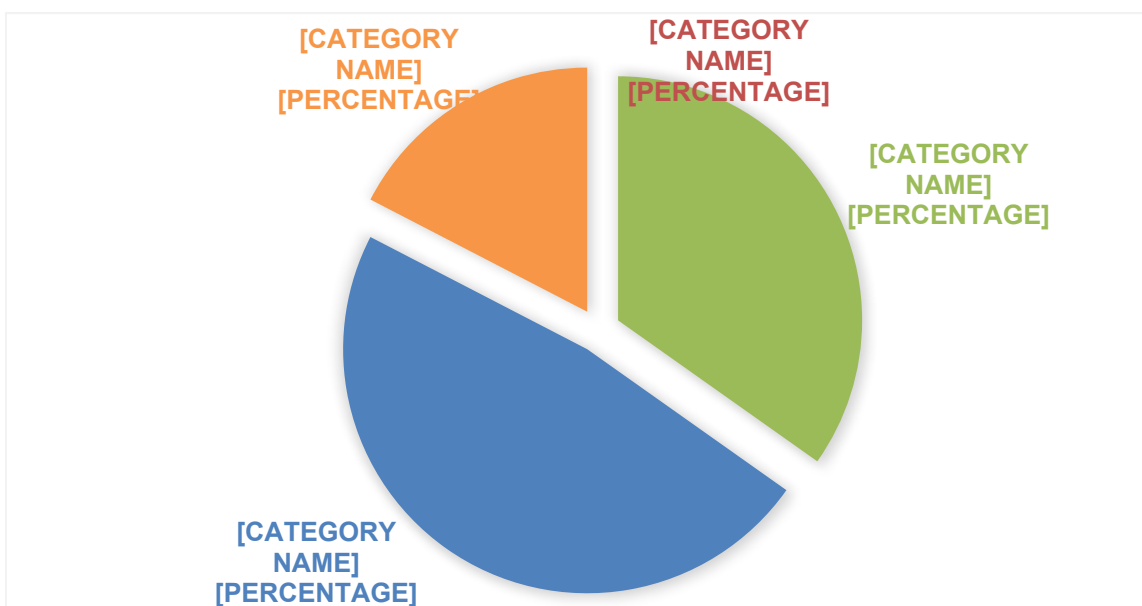
'The Strategy is well laid out'

This statement produced the second most positive response, with 87% of the respondents agreeing that the Strategy is well laid out, but 13% tended to disagree.

[CATEGORY NAME] [PERCENTAGE]

[CATEGORY NAME] [PERCENTAGE]

[CATEGORY NAME] [PERCENTAGE]

[CATEGORY NAME] [PERCENTAGE]
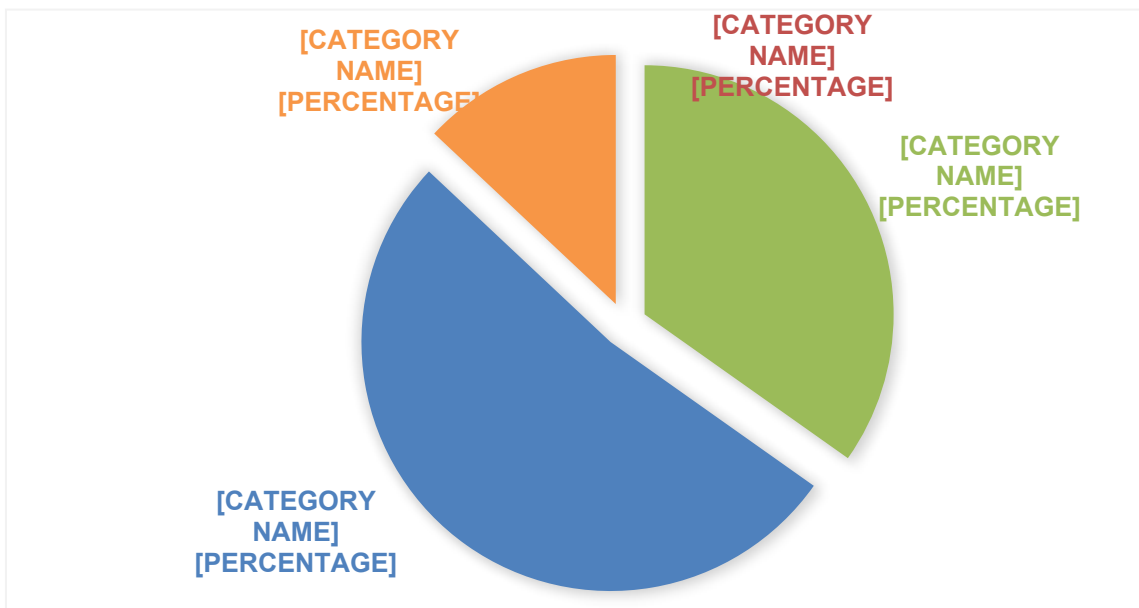
'The Strategy is an appropriate length'

This statement produced the least positive response, but over three quarters (78%) agreed that the Strategy was an appropriate length. An equal percentage of people both strongly agreed and tended to agree with the statement (23%).

[CATEGORY NAME] [PERCENTAGE]

[CATEGORY NAME] [PERCENTAGE]

[CATEGORY NAME] [PERCENTAGE]

[CATEGORY NAME] [PERCENTAGE]
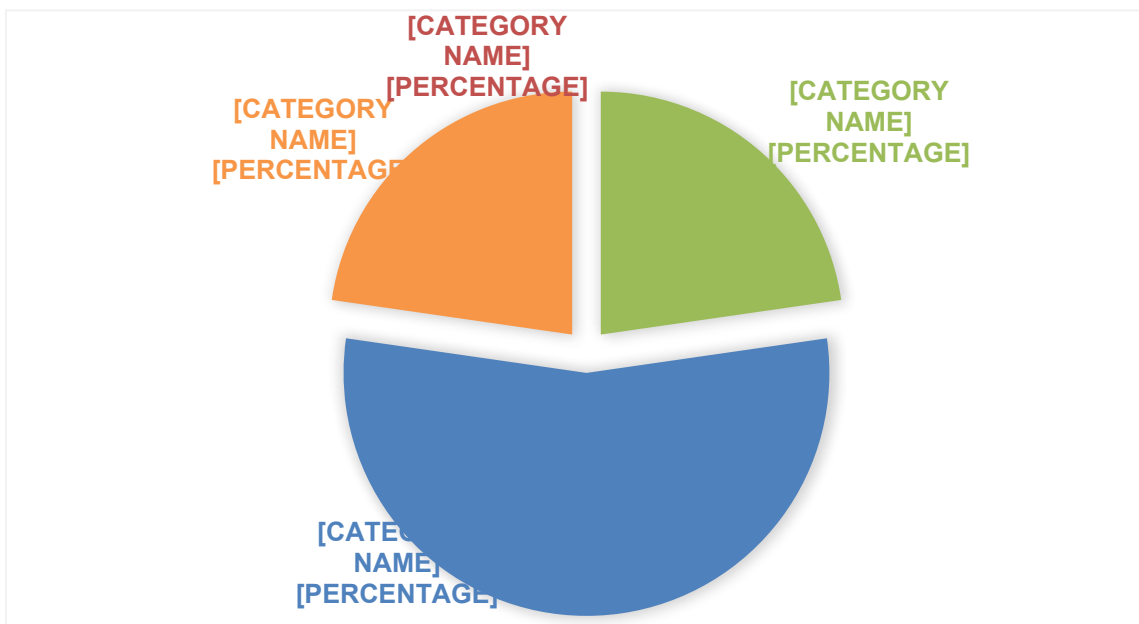
'The Strategy is informative'

This statement produced the fourth most positive response, with 83% of respondents agreeing that the Strategy was informative. A lower percentage said they strongly agreed than with the previous statements (22%), and 17% tended to disagree.
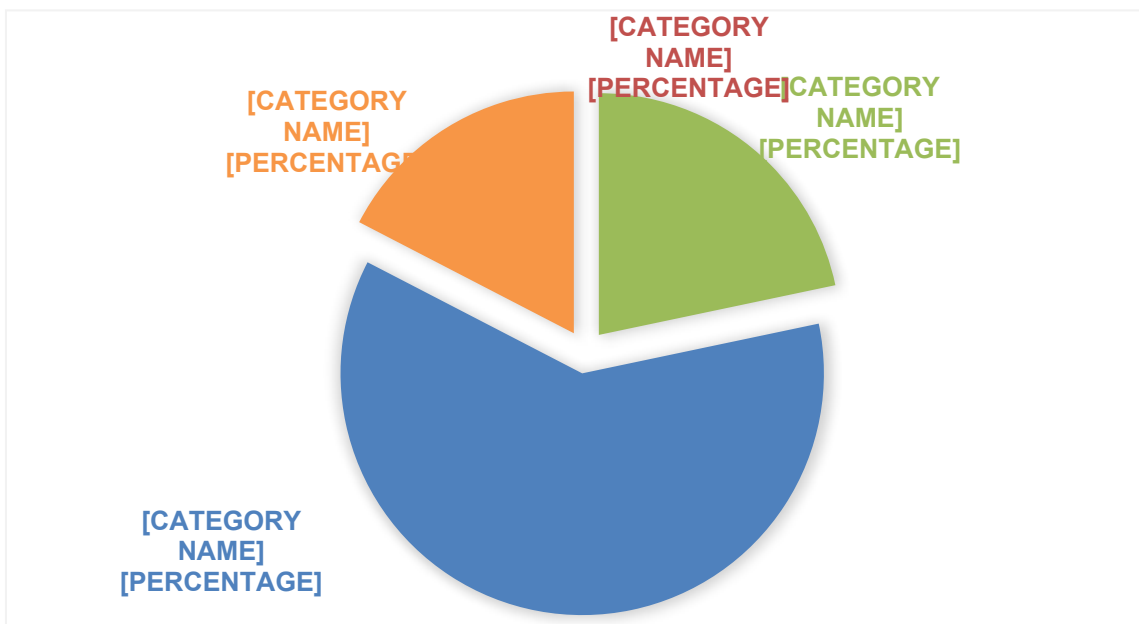
1.4. Thinking about our vision / purpose, do you agree or disagree with the following…?

The respondents were asked to respond to three statements about the vision / purpose of the Strategy. The majority agreed with all of the statements; strongly with two of them.

'The vision / purpose is appropriate'

This statement produced the most positive response, with 92% of respondents agreeing the vision / purpose was appropriate. Most strongly agreed with the statement (56%), with only 8% saying they disagreed.
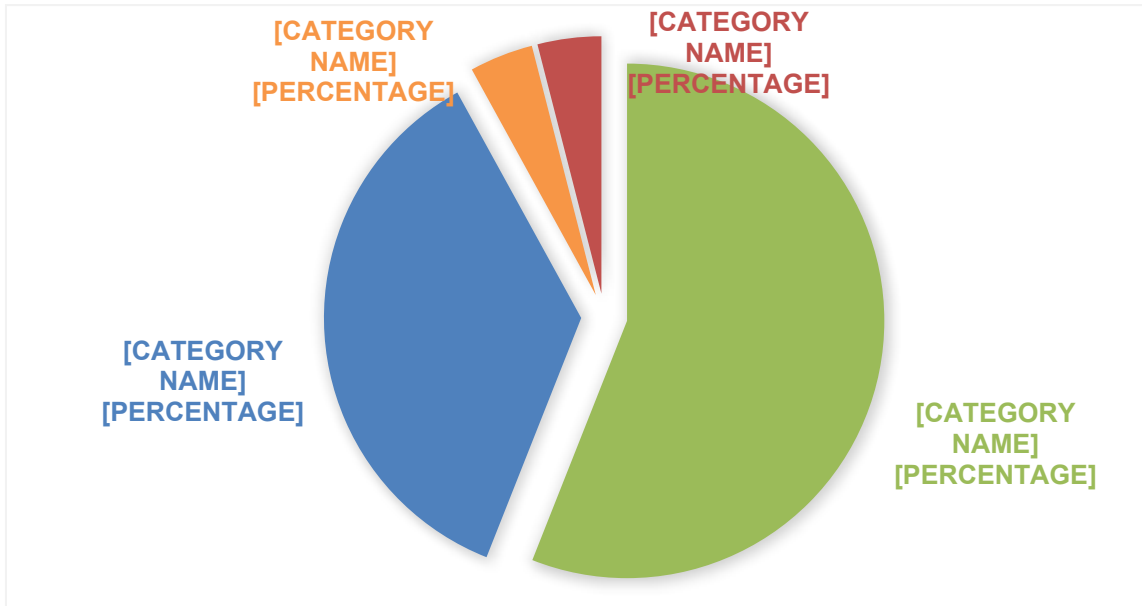
'The vision / purpose is achievable'

This statement produced the least positive response, with 72% of respondents agreeing it was achievable. Most tended to agree (52%), whilst 28% said they disagreed.
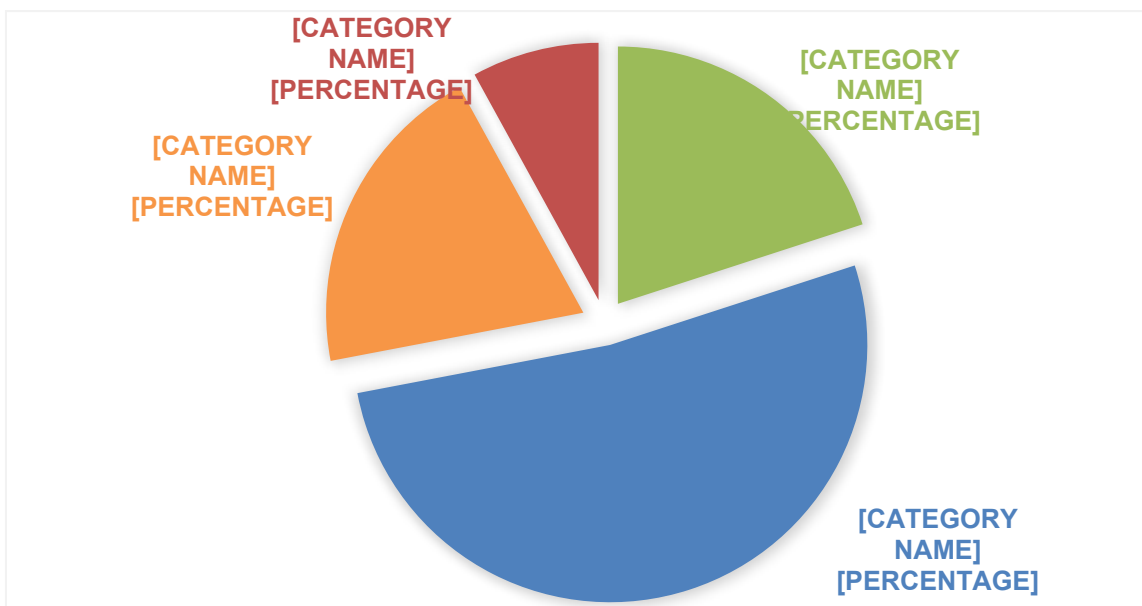
'The vision / purpose is the right one for Swansea'

This statement produced the second most positive response, with 88% of respondents agreeing it was the right vision / purpose for Swansea. Most strongly agreed with the statement (56%), but 12% said they disagreed.
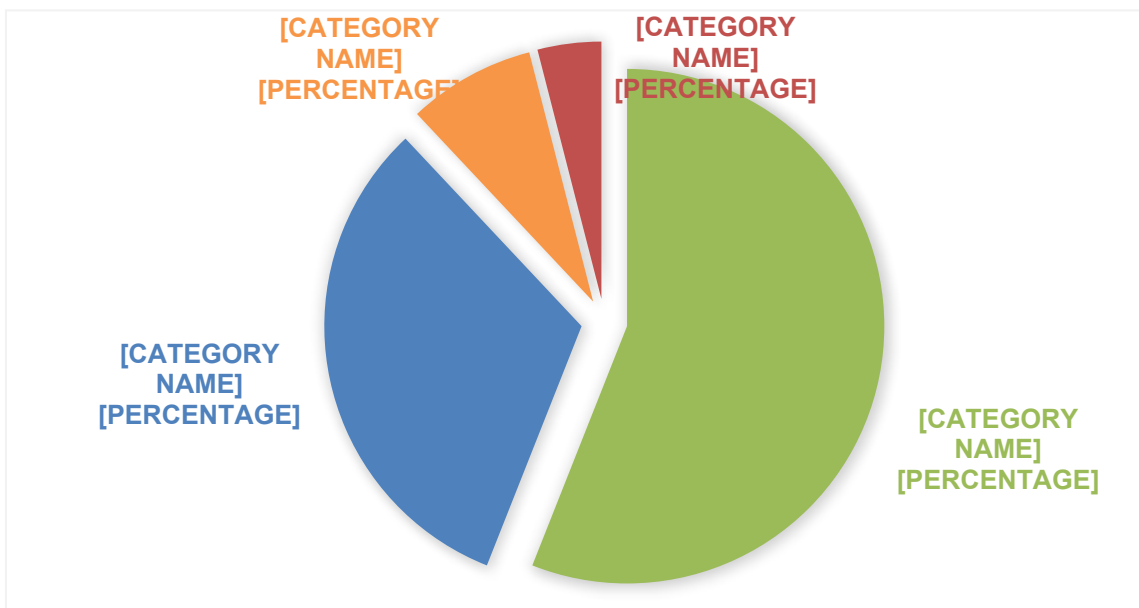
The respondents that disagreed with any of the three statements were asked to give reasons why. These are the responses that were provided:

Does not cover the whole community, Elderly, Disabled etc.
I believe resourcing will never be adequate and persuading all members of society to buy into this is unachievable but these are the ideas to be striven towards.
I do not think that there is sufficient money to provide the correct resources. Also I feel that certain things have been left out and unless they are considered (in those communities in which they are relevant) then the chance of success is less.
It is an impossible goal as it is perception lead – what is welcoming to one may not be seen as welcoming to another.
Not applicable.
The traffic system is a chaos, to many narrow lanes, not enough public toilets WITH! CHANGING PLACES facilities. There should be more public water drinking systems, for disabled, elderly and young children. More MANNED visitor public information kiosks. More lanes for mobility scooters. Places in shops where you can just go and sit down for 5-10 minutes to get your breadth back.

STRATEGIC PRIORITIES

1.5. Thinking about Strategic Priority 1: Violence against women, domestic abuse and sexual violence (VAWDASV), do you agree or disagree with the following…?

The respondents were asked to give their thoughts on this priority. 84% agreed it was appropriate and 76% agreed it was the right one for Swansea.
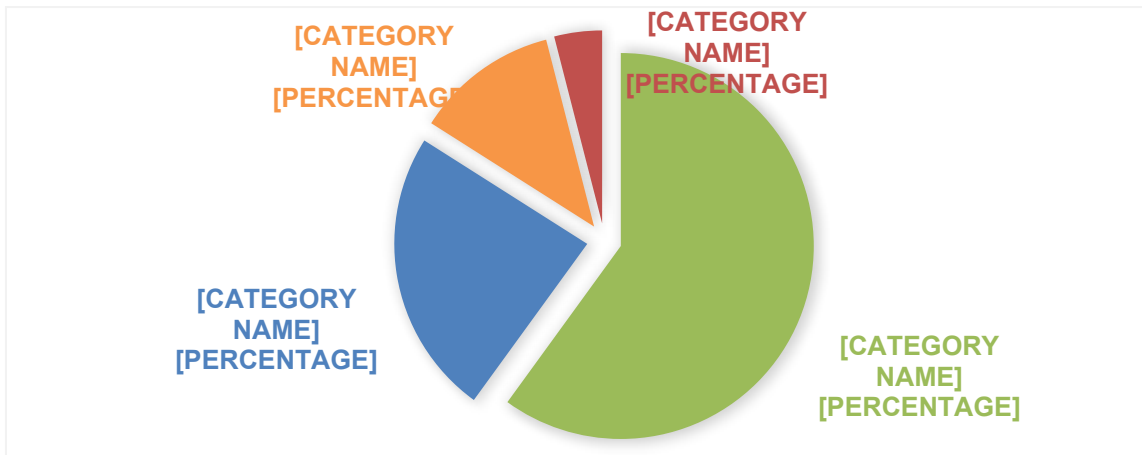
'The priority is appropriate'

'The priority is the right one for Swansea'
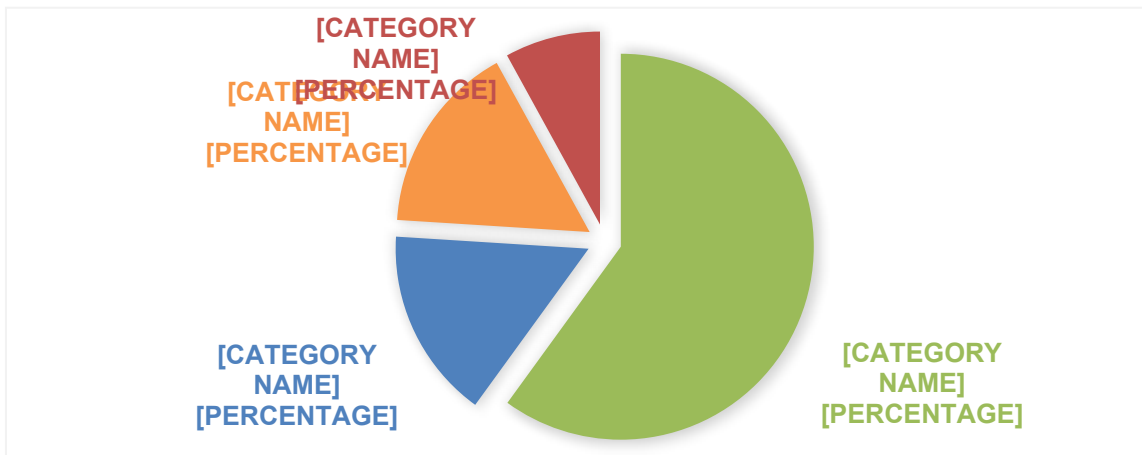
The respondents that disagreed with either statement gave these reasons why:

As you put this first you give the impression that this is the most important vision – is it?
Awareness of the offence(s) is perfectly find and required, however these offences are in the minority of concerns of the lay person and/or affect the lay person to a minimum. Therefore why is this first? just because the welsh government say so?
Domestic violence and abuse is perpetrated by both sexes, it is simply under reported when men are victims. Swansea should recognise abuse against men as well and not discriminate.
Violent society.

1.6. Thinking about Strategic Priority 2: Substance Misuse, do you agree or disagree with the following…?

The respondents were asked to give their thoughts on this priority. 92% agreed it was appropriate and 92% agreed it was the right one for Swansea.
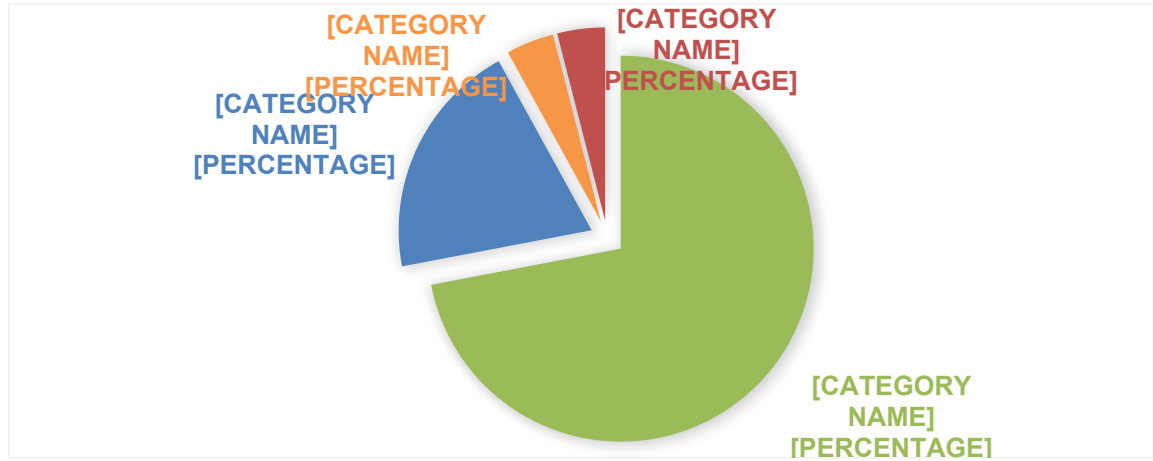
'The priority is appropriate'

'The priority is the right one for Swansea'
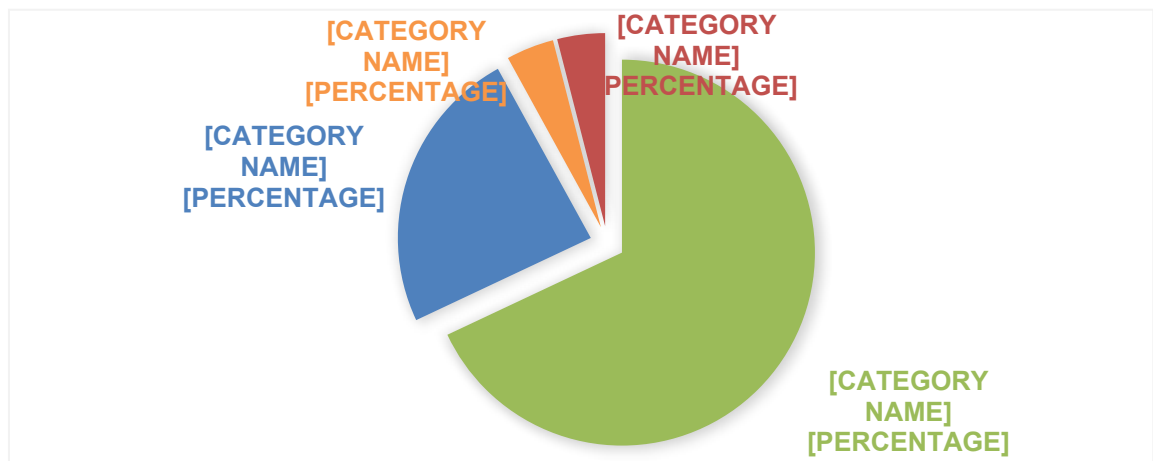
The respondents that disagreed with either statement gave these reasons why:

Weak management by desk bound officers, stating that they do not have the staff.

1.7. Thinking about Strategic Priority 3: Safe Confident and Resilient Communities, do you agree or disagree with the following…?

The respondents were asked to give their thoughts on this priority. 88% agreed it was appropriate and 84% agreed it was the right one for Swansea.

'The priority is appropriate'
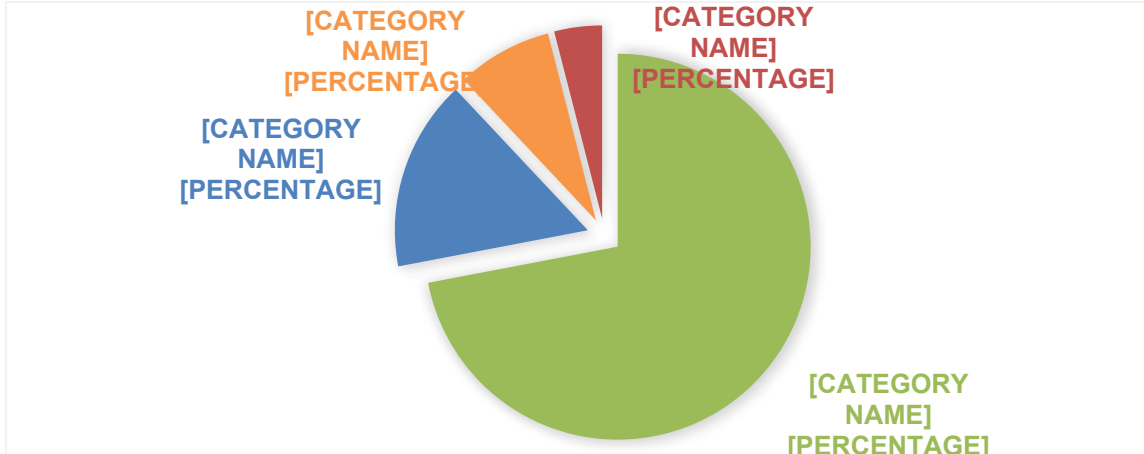
'The priority is the right one for Swansea'
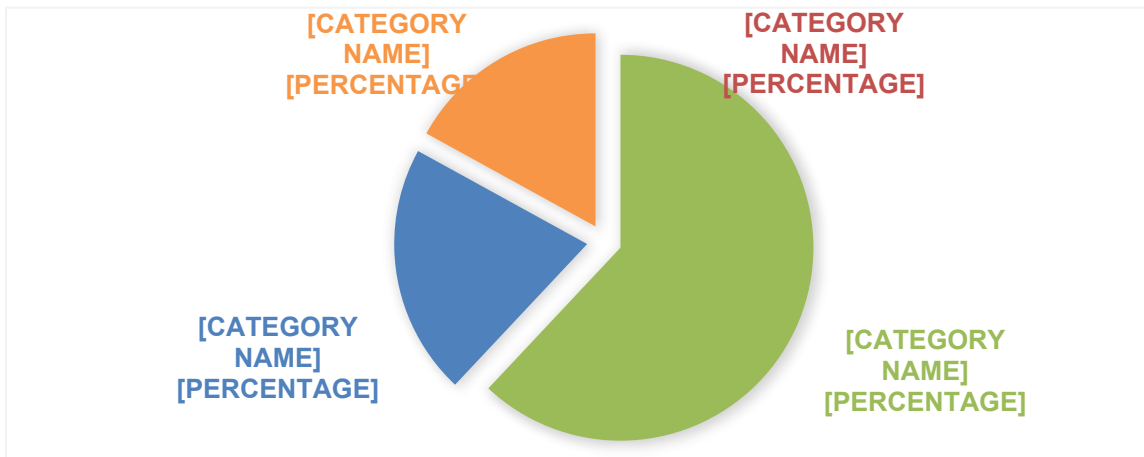
The respondents that disagreed with either statement gave these reasons why:

Not clear about the difference between this one and no.5 (Hate Crime). This seems to be about Cohesion, so why not call the priority Confident & Cohesive Communities?

why is objective 5 at the bottom and not the prime objective of this priority? I didn't think hate crime and extremism in Swansea was greater than that of antisocial behaviour? Again focusing on the governments need and not needs of community

1.8. Thinking about Strategic Priority 4: Evening and Night Time Economy, do you agree or disagree with the following…?

The respondents were asked to give their thoughts on this priority. 84% agreed it was appropriate and 80% agreed it was the right one for Swansea.
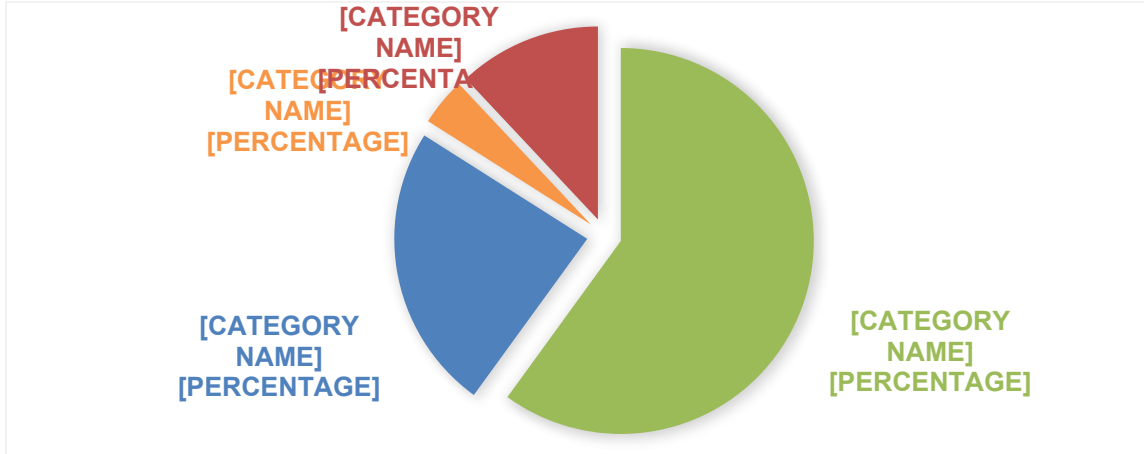
'The priority is appropriate'

'The priority is the right one for Swansea'
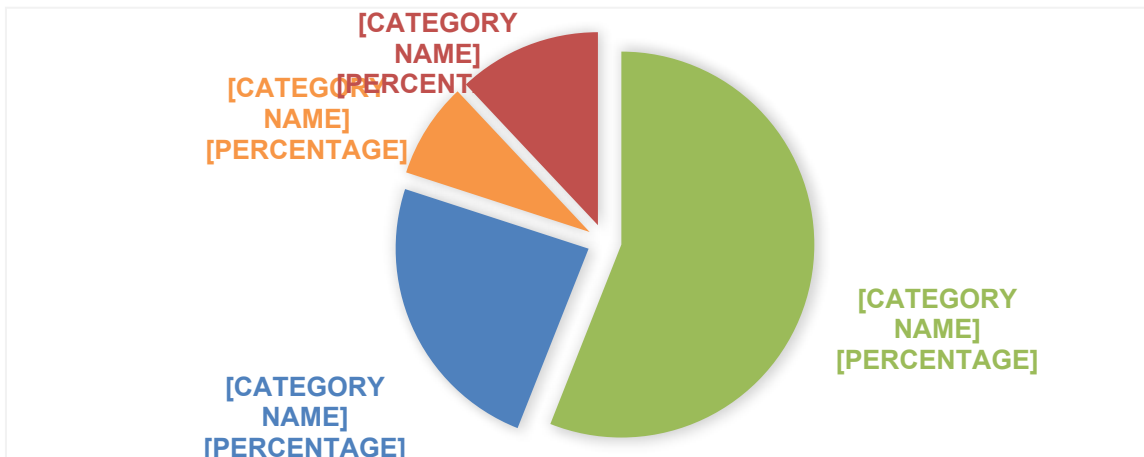
The respondents that disagreed with either statement gave these reasons why:

The strategy will provide a strategic framework? seriously that's your strategy. Why didn't you just say that this priority is to make further strategies and plans, but we are not planning on actually doing anything. This section literally does not assist whatsoever

1.9. Thinking about Strategic Priority 5: Hate Crime and Community Tension Monitoring, do you agree or disagree with the following…?

The respondents were asked to give their thoughts on this priority. 84% agreed it was appropriate and 84% agreed it was the right one for Swansea.

'The priority is appropriate'
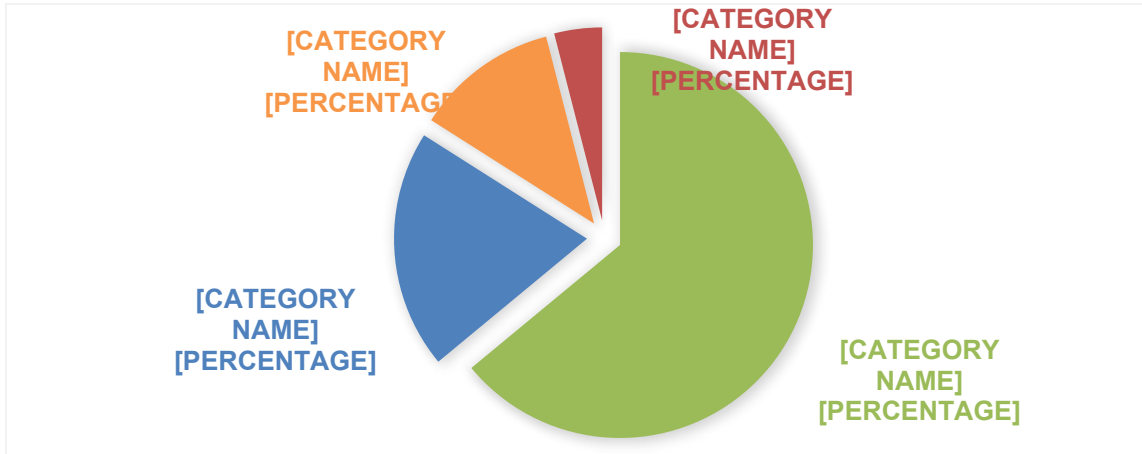
'The priority is the right one for Swansea'
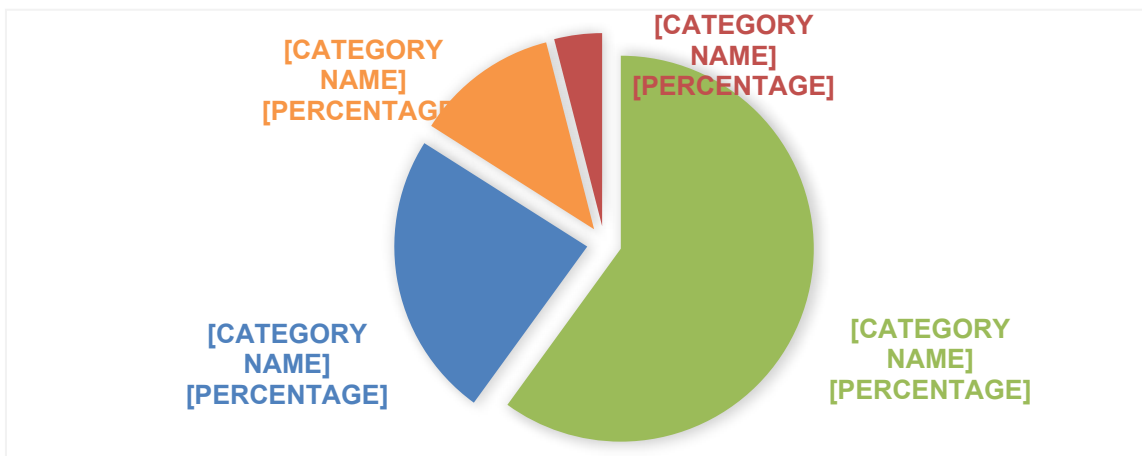
The respondents that disagreed with either statement gave these reasons why:

Domestic violence is given far too much money as a drug agencies. The night time econmy is for business owners – the council too the best of my knowledge do not own pubs/clubs. Hate Crime and tension monitoring is a police role not council role
Housing is the crux;
Strange – for all these questions asking if vision is appropriate well you aren't going to say you disagree but it's what you are going to do about them
typical police diction – most people would nit understand that or could tell you what you are actually aiming to do! However the priority itself is a vital component to safer communities
Would prefer the focus to be on tackling perpetrators and prevention

MEASURING PROGRESS

1.10. Do you agree or disagree that it is clear how progress of the Strategy will be measured?

The respondents were asked to give their thoughts on this. 64% agreed it was clear.
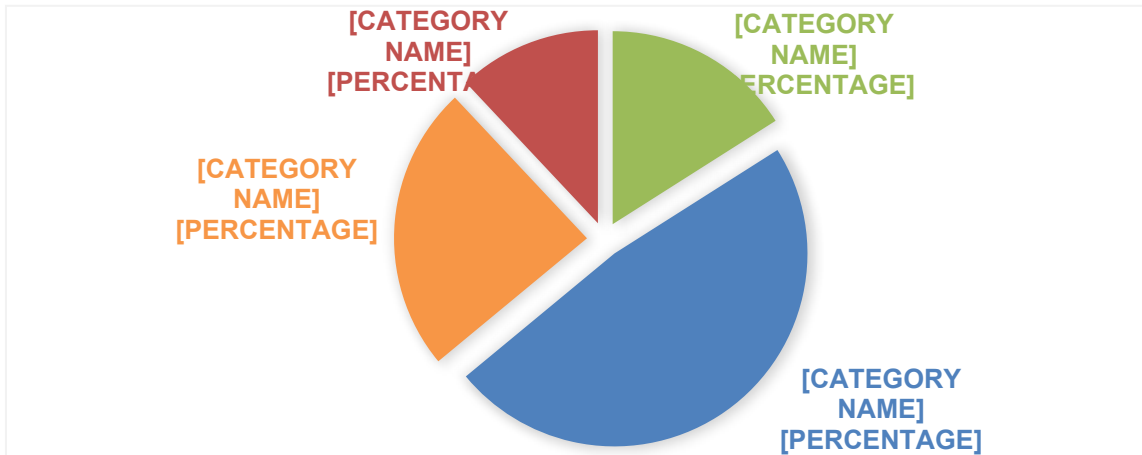
The respondents that disagreed gave these reasons why:

I suppose good that you are putting in a progress strategy up front but what is the base level now you are going to judge any improvement from, what special or vested interest group will be monitoring the strategy and providing more jobs for the boys / girls to sit on more committees to talk about all this.
It doesn't go far enough and has no specific measures. Also no mention of exactly what will be done. 'Raising awareness' is overused. Practical action and intervention is needed.
Lack of confidence in management.
None of these things are ever measured effectively therfore a waste of public money
There is a lot happening in Swansea in local communities and neighbourhoods or by voluntary groups - to fully assess the progress of the Strategy, it would be good to also have community engagement events to allow the community to comment on progress and feed in information about smaller initiatives happening in their area.
There is no detail or clarity with the Strategy as to how progress will be measured/
There will need to be improved feedback from the Steering Group which has been lacking in the past.

COMMENTS

1.11. If you have any other comments relating to the draft strategy, please write in here:

Any strategy is only as good as the co-operation of the partners. It must be remembered that the group is not a legal entity in its own right and is a sum of the parts. There will have to be equality in both input and power of the partner agencies for the Plan to be a success.

Are there any other areas that manifest themselves in anti-social behaviour that are missing? Gambling for instance and other addictions may lead to behaviour that is not conducive to a safe environment for other people. Is there anything that would cover these types of awareness and education issues in the same way as relationships, substance abuse awareness programmes? Should there be a link to the Financial Inclusion/Anti-Poverty strategy if income inequalities are an issue for safety and resilient communities?

EYST has not had any involvement in Safer Swansea Partnership for a number of years, and it is unclear why. Involvement of us and other BME groups at an earlier stage would be better.

I feel there's insufficient information about how the strategy will be implemented

Mention of specific role and contribution of individual agencies would be helpful, eg role of probation in reducing offending rates and increasing employment of ex offenders, role of BID in ente etc, mention of budget and cost sharing, mention of opportunities for community participation and volunteering and contribution thereof, eg students.

The results and findings of the Plan must be freely available to the public,either by post or web.

This seems to be less of a Safer Swansea strategy and more of an anthology of other strategies with relevance to making Swansea safer. That is still a useful exercise, but greater detail on what Swansea's role and responsibility is as part of Welsh Government strategies is, or conversely a shorter document signposting to these other strategies would perhaps be more relevant to partners. The strategic priorities are in a different order in the main document than they are in the final diagram, and there is a reference to 'mate crime' which should presumably be 'hate crime'.

We also have a duty to keep those in Custody safe

Who supervises the city centre Rangers?

Why is there no mention of Neighbourhood Watch as a partner considering their contribution to Safer Swansea?

Within the draft there is no mention of the effect that high concentrations of transient populations have on the safety of a community, the sense of cohesion of a community and the level of tension in a community. In certain areas of Swansea this is a hugely important topic, particularly with regard to areas of high concentrations of Houses of Multiple Occupation. Perceptions in these areas are of hiqh levels of anti social behaviour and hiqh levels of Community tension. It is difficult to engage in processes of Community cohesion because of the high number of temporary residents who will soon move on and be replaced with others. As soon as one group settle down a little, another arrives and it is back to square one. This also has an interaction with elements of the Night Time economy, which is not just within the city centre but also in the inner suburbs such as Uplands Ward. Resources get concentrated in the Centre and there are insufficient for these other areas. I note that there is no mention of either of the Universities as a partner or consultee or any mention of liaison with them. They should be included in some way as their co-operation with local policing, community cohesion projects and the further development of their own disciplinary policies is essential in attempts to deal with the high percentage of transient populations and skewed age demographic in the particular areas around the Universities, development .

4.   Conclusion

This report provides an overview of the responses received through the consultation.

Any percentages shown have been rounded up or down to the nearest whole number

In response to the public consultation, the following amendments have been made to the strategy.

- o Strategic Priority 3 was retitled Stronger Communities which links to one of the key objectives in the Swansea Public Services Board Local Well Being Plan

- o Under the heading 'Performance Framework' the following sentence has been included. 'The strategic priorities are not listed in order of importance, as each one has an equal level of standing'

Report of the Head of Democratic Services

Council – 21 June 2018

Councillors and Co-Opted Members Allowances & Expenses 2017-2018

Purpose:	The report presents the amount of allowances and expenses paid to each Councillor and Co-Opted Member during 2017-2018 under the Councillors Allowances Scheme. There is a legal requirement to publish these amounts annually and no later than 31 July.
Policy Framework:	None.
Consultation:	Legal & Finance.
Report Author:	Huw Evans
Finance Officer:	Joanne Coates-Williams
Legal Officer:	Tracey Meredith
Access to Services Officer:	N/A
For Information	

1.   Introduction

1.1   The Independent Remuneration Panel for Wales (IRPW) operates under the provisions of the Local Government (Wales) Measure 2011 and the Independent Remuneration Panel for Wales Regulations made under the powers contained in the Measure.

1.2   Each year the IRPW must publish an Annual Report which sets out the type and levels of payments that Authorities may or must make available to their Councillors and Co-opted Members. Details of the latest IRPW Annual Report and other information may be viewed on their website. http://wales.gov.uk/irpwsub/home/?lang=en

1.3   The Councillors Allowances Scheme as laid out in Part 6 of the Council Constitution sets out a framework for the payment of allowances and expenses to Councillors.

1.4   Expenses paid represent reimbursement to Councillors for the cost of travel and subsistence they incurred in performing their approved duties.

1.5   **Appendix A** "Further Payments to Councillors" complies with the Independent Remuneration Panel's, Annex 4 "Publication of Remuneration". The requirement is to set out the further payments to City and County of Swansea Councillors by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the local Government (Democracy) (Wales) Act 2013.

1.6   **Appendix B** "Statement of Payments Made to Councillors of City and County of Swansea in 2017-2018".

1.7   **Appendix C** "Statement of Payments Made to Councillors of City and County of Swansea - either not re-elected or those who chose not to stand for re-election in 2017-2018".

1.8   **Appendix D** "Statement of Payments Made to Statutory Co-opted Members of City and County of Swansea in 2017-2018".

2.   Explanation of Headings

2.1   **Basic Salary** is paid to Councillors who do not receive a Civic Salary or Senior Salary.

2.2   **Civic Salary** is paid to the Lord Mayor and Deputy Lord Mayor only.

2.3   **Senior Salary** is paid to the posts identified by Council i.e. Leader of the Council, Deputy Leader of the Council, Cabinet Members, Chairs of Committees. Additionally, the Leader of the Largest Opposition Political Group automatically receives a Senior Salary providing he has 10% of the total number of CCS Councillors within his Political Group.

2.4   The **ICT Allowance** is set at a maximum of £800 over a period of 4 years (2017-2022).

2.5   The **Broadband and Telephone Allowance** is set at £25 per month, however this amount is split as £15 Broadband per month and £10 Telephone per month.

2.6   **Mobile Telephone Allowance -** Qualifying members (Cabinet Members, Chair of Council / Presiding Member and Leader of the Largest Opposition Political Group) receive a £25 mobile telephone allowance per month.

2.7 **CCS Pension Contribution –** Councillors are entitled to be members of the City & County of Swansea Pension Fund. The Authority makes a contribution towards that entitlement.

2.8 **Travel Allowance** – These costs relate to any travel costs incurred.

2.9 **Subsistence Allowance** – These costs relate to any subsistence costs incurred.

2.10 **Car Parking Permit re-claim** relates to any Councillor who has re-claimed the amount they pay for their Car Parking Permit.

2.11 **Reimbursement of Costs of Care** are paid to Councillors who claim for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers).

3. Financial Implications

3.1 The amounts payable were paid from within existing budget. The expenses element of the report covers the period 1 April 2017 to 31 March 2018, whilst the Allowances element of the report cover the Municipal year (i.e. Annual Meeting of Council to following years Annual Meeting of Council).

3.2 The costs and split of the £1.5m shown in Appendix B have been provided via Payroll and the Cabinet Office/Democratic Services/Lord Mayors Office. The Payroll related costs amounting to some £1.49m have been verified by Finance.

4. Legal Implications

4.1 This report is consistent with the provisions of The Local Government (Wales) Measure 2011 and the Independent Remuneration Panel of Wales requirements.

Background Papers: None.

Appendices:

Appendix A	Further Payments to Councillors.
Appendix B	Statement of Payments Made to Councillors of City and County of Swansea in 2017-2018.
Appendix C	Statement of Payments Made to Councillors of City and County of Swansea either not re-elected or those who chose not to stand for re-election in 2017-2018.
Appendix D	Statement of Payments Made to Statutory Co-opted Members of City and County of Swansea in 2017-2018.

Further Payments to Councillors

Further Payments to CCS Cllrs by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the Local Government (Democracy) (Wales) Act 2013, namely:

a)	A Local Health Board;	b)	A Police and Crime Commissioner Panel;	c)	A Relevant Authority;
d)	A body designated as a Public Body in an order made by the Welsh Ministers.				

Councillor(s)	South Wales Police and Crime Panel / Notes	Amount
Christine Richards	-	£552.00
Kelly M Roberts	-	£184.00

Councillor(s)	Mid and West Wales Fire and Rescue Service / Notes	Amount
Cyril Anderson	Members Allowance (Member to June 2017)	£311.92
Peter M Black	Members Allowance & Travel Allowance (Member to June 2017)	£360.52
Jan P Curtice	Members Allowance & Travel Allowance	£2318.29
Joe A Hale	Members Allowance	£1712.54
Terry J Hennegan	Members Allowance & Travel Allowance	£1895.04
Richard D Lewis	Members Allowance & Travel Allowance (Member since June 2017)	£1796.61
Gloria J Tanner	Members Allowance	£1712.54
Des W W Thomas	Members Allowance & Travel Allowance (Member since June 2017)	£1484.31
Gordon D Walker	Members Allowance	£1712.54

Councillor(s)	Community Council / Notes	Amount
N/A	Bishopston	Nil
N/A	Clydach	Nil
N/A	Gowerton	Nil
N/A	Grovesend & Waungron	Nil
N/A	Ilston	Nil
N/A	Killay	Nil
N/A	Llangennith, Llanmadoc & Cheriton	Nil
N/A	Llangyfelach	Nil
N/A	Llanrhidian Higher	Nil
N/A	Llanrhidian Lower	Nil
N/A	Mawr	Nil
N/A	Mumbles	Nil
N/A	Penllergaer	Nil
N/A	Pennard	Nil
N/A	Penrice	Nil
N/A	Pontlliw & Tircoed	Nil
N/A	Port Eynon	Nil
N/A	Reynoldston	Nil
N/A	Rhossili	Nil
N/A	Three Crosses	Nil
N/A	Upper Killay	Nil

Councillor(s)	Town Council / Notes	Amount
Jan P Curtice	Gorseinon (Member Allowance)	£150.00
Kelly M Roberts	Gorseinon (Member Allowance)	£150.00
Andrew H Stevens	Gorseinon (Member Allowance & Mayors Allowance)	£1300.00
N/A	Llwchwr	Nil
N/A	Pontarddulais	Nil

Note: Relevant Authorities are County Councils, County Borough Councils, Community Councils, Fire and Rescue Authorities and National Park Authorities.

Statement of Payments Made to Members of City & County of Swansea in 2017-2018 / Datganiad o Daliadau a Wnaed i Aelodau Dinas a Sir Abertawe yn 2017-2018

Councillor Name / Enw'r Cynghorydd	Role or Title / Swyddogaeth neu Deitl	Basic Salary / Cyflog Sylfaenol	Civic Salary / Cyflog Dinesgig	Senior Salary / Cyflog Uwch	Opted to Forgo / Wedi Dewis Ildio	ICT Allowance / Lwfans TGCh	Broadband & Telephone Allowance / Lwfans Bandeang a Ffôn	Mobile Telephone Allowance / Lwfans Ffôn Symudol	CCS Pension Contribution / Cyfraniad Pensiwn DASA	Travel Allowance / Costau Teithio	Subsistence Allowance / Costau Cynhaliaeth	Car parking permit re-claim / Hawlio Hawlen Parcio Car	Reimbursement of Care Costs / Ad-daliadau costau gofa	Total / Cyfanswm	Payments from other public body / Taliadau oddi wrth cyrff cyhoeddus eraill
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
Anderson, Cyril		13,389.82							3,133.21					16,523.03	311.92
Black, Peter Malcolm		13,389.82				735.34	300.00		3,305.29	75.91				17,806.36	360.52
Burtonshaw, June Elizabeth	CM (Part)	5,825.28		18,120.97		838.97	300.00	169.35						25,254.57	
Child, Mark Clive	CM			32,089.79		199.99	300.00		7,555.81	679.91	806.67			41,632.17	
Crouch, Sybil		13,389.82					300.00		3,133.21					16,823.03	
Curtice, Jan		13,389.82				547.99	300.00			296.10				14,533.91	2,468.29
Davies, Nick		13,389.82							3,133.21					16,523.03	
Day, Arthur Michael		13,389.82				990.47	300.00		3,364.98					18,045.27	
Downing, Philip	CC (Part) LM (Part)		21,638.17	2,247.28		703.98	300.00			906.13	780.85			26,576.41	
Doyle, Christopher Ryland	CC (Part)	1,358.64		19,842.47					4,961.05					26,162.16	
Durke, Mike		12,031.22				1,329.01	269.35		3,126.29					16,755.87	
Evans, Ceri		13,389.82				937.99								14,327.81	
Evans, Mandy	CC			22,089.82		72.99	300.00		5,186.09					27,648.90	
Evans, William	CM			32,089.79		210.98	300.00	100.00	5,530.20	832.50				39,063.47	
Fitzgerald, Elizabeth Wendy		13,389.82					300.00							13,689.82	
Francis-Davies, Robert	CM			32,089.79		443.99	325.00	300.00	7,612.90	1,437.75	1,707.92			43,917.35	
Gallagher, Stephen Joseph		12,031.22				1,008.00	269.35		3,051.17					16,359.74	
Gibbard, Louise Sian		12,031.22				402.94	269.35		2,909.59				1,060.75	16,673.85	
Gordon, Fiona		13,389.82				866.30	300.00		3,335.93					17,892.05	
Griffiths, Kevin Michael		12,031.22				602.97	269.35		2,956.40	196.68				16,056.62	
Hale, Joe		13,389.82				327.40			1,567.80	166.93				15,451.95	1,712.54
Helliwell, David William		12,031.22				829.98			1,567.80					14,429.00	
Hennegan, Terry		13,389.82				225.94	300.00			36.00				13,951.76	1,895.04
Holley, Christopher	LLOG			22,089.82			300.00	300.00	5,169.01					27,858.83	
Hood-Williams, Paxton Richard		13,389.82					300.00							13,689.82	
Hopkins, Beverley		13,389.82				709.00			3,299.12					17,397.94	
Hopkins, David Henry	CM			32,089.79			300.00		3,755.70					36,145.49	
James, Lynda		13,389.82												13,389.82	
James, Oliver Gregory		12,031.22				429.00	269.35		2,915.69				944.00	16,589.26	
Jardine, Yvonne		13,389.82					300.00		3,133.21					16,823.03	
Jones, Jeff William		13,389.82					300.00			46.80				13,736.62	
Jones, Lyndon Richard		12,031.22												12,031.22	
Jones, Mary Helen	CC			22,089.82		742.49				60.30				22,892.61	
Jones, Peter K		12,031.22				1,008.00								13,039.22	
Jones, Susan Mary		13,389.82				773.33	300.00			75.15				14,538.30	
King, Elliott		13,389.82				149.99								13,539.81	
Kirchner, Erika Theresa	CC			22,089.82					5,169.01					27,258.83	
Langstone, Myles Anthony		12,031.22							2,815.30					14,846.52	
Lewis, Andrea	CM			32,089.79					7,509.01	69.04	289.17			39,957.01	
Lewis, Michael Bentley		13,389.82				1,173.56	300.00		2,943.83					17,807.21	
Lewis, Richard David		13,389.82					300.00							13,689.82	1,796.61
Lewis, Wendy Georgina		12,031.22				709.00	275.00							13,015.22	
Lloyd, Clive	CM (Part) DL (Part)			36,579.07		206.88	300.00	300.00	4,340.70	430.52	488.59			42,645.76	
Lloyd, Paul	CC			22,089.82			300.00		5,169.01	744.11				28,302.94	
Mann, Irene Elizabeth		12,031.22												12,031.22	
Matthews, Penny	CC			22,089.82		1,003.99	300.00		5,403.95	312.76				29,110.52	
May, Peter Nicholas		13,389.82				449.00			3,238.28					17,077.10	
Morris, Hazel Mary		13,389.82				718.99								14,108.81	
Phillips, David	DLM (Part)	1,358.60		16,251.04		800.00			4,307.86					22,717.50	
Philpott, Cheryl Lynne		13,389.82					300.00		3,133.21					16,823.03	
Pritchard, Samuel		12,031.22							2,815.30	60.20				14,906.72	
Pugh, Alyson		12,031.22				360.49			2,899.66	444.18				15,735.55	
Raynor, Jennifer	CM			32,089.79		1,007.00	300.00				230.00			33,626.79	
Richards, Julie Christine	DL (Part)	12,031.22	3,779.57			1,307.00	300.00	30.65	4,005.56	63.45				21,517.45	552.00
Roberts, Kelly Marie		12,031.22					269.35		2,815.30	155.25				15,271.12	334.00
Rowlands, Brigitte Jane		12,031.22				840.96			3,012.09					15,884.27	

Councillor Name / Enw'r Cynghorydd	Role or Title / Swyddogaeth neu Deitl	Basic Salary / Cyflog Sylfaenol	Civic Salary / Cyflog Dinesgig	Senior Salary / Cyflog Uwch	Opted to Forgo / Wedi Dewis Ildio	ICT Allowance / Lwfans TGCh	Broadband & Telephone Allowance / Lwfans Bandeang a Ffôn	Mobile Telephone Allowance / Lwfans Ffôn Symudol	CCS Pension Contribution / Cyfraniad Pensiwn DASA	Travel Allowance / Costau Teithio	Subsistence Allowance / Costau Cynhaliaeth	Car parking permit re-claim / Hawlio Hawlen Parcio Car	Reimbursement of Care Costs / Ad-daliadau costau gofa	Total / Cyfanswm	Payments from other public body / Taliadau oddi wrth cyrff cyhoeddus eraill
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
Sherwood, Mary	CM (Part)	£ 7,564.54		£ 10,700.00		£ 959.00	£ 269.35	£ 100.00	£ 4,498.30	£ 120.30			£ 493.87	24,705.36	
Smith, Paulette	CC (Part)	£ 1,358.60		£ 19,842.51		£ 131.99	£ 300.00		£ 4,991.94					26,625.04	
Smith, Robert	CC (Part)	£ 1,358.60		£ 19,842.51			£ 300.00		£ 3,878.55					25,379.66	
Stevens, Andrew Haydn		£ 12,031.22				£ 1,081.14	£ 428.53		£ 3,068.29	£ 301.95				16,911.13	£ 1,300.00
Stewart, Robert Charles	L			£ 53,089.79			£ 300.00	£ 300.00	£ 12,423.01	£ 1,696.11	£ 1,209.42			69,018.33	
Sullivan, David Gareth		£ 13,389.82				£ 918.00	£ 300.00							14,607.82	
Sykes, Mo		£ 12,031.22					£ 269.35		£ 2,815.30	£ 276.30			£ 242.25	15,634.42	
Tanner, Gloria		£ 13,389.82					£ 150.00							13,539.82	£ 1,712.54
Thomas, Desmond	CC	£ 12,031.22		£ 2,247.31		£ 56.91	£ 300.00	£ 300.00						14,935.44	£ 1,484.31
Thomas, Lewis Graham		£ 13,389.82					£ 300.00							13,689.82	
Thomas, Mark	CM (Part)	£ 1,358.60		£ 28,820.97		£ 661.19	£ 300.00		£ 7,216.73	£ 301.90	£420.00			39,079.39	
Thomas, Williams George		£ 12,031.22				£ 569.98	£ 200.00		£ 2,948.68					15,749.88	
Tyler-Lloyd, Linda		£ 13,389.82				£ 1,267.00	£ 300.00		£ 3,429.69					18,386.51	
Walker, Gordon		£ 13,389.82							£ 1,567.80					14,957.62	£ 1,712.54
Walton, Lesley		£ 13,389.82					£ 300.00		£ 3,133.21	£ 57.16				16,880.19	
White, Mike		£ 13,389.82					£ 300.00		£ 3,133.21					16,823.03	
TOTAL / CYFANSWM		£ 662,501.86	£ 21,638.17	£ 556,441.15		£ 29,309.12	£ 14,333.33	£ 1,900.00	£ 196,386.44	9,843.39	5,932.62		£ 2,740.87	£ 1,501,026.95	

* Notes / Nodiadau:

Andrea Lewis - Due to attend Passivhaus Conference in London October 2017 - Train paid for by UK Passivhaus £83.30 - unable to attend.

Jen Raynor - Attended UNESCO conference in Cork in September 2017. Conference no cost. Hotel and accommodation paid for personally by Jen Raynor.

Rob Stewart - WLGA Brussels meeting 9.10.2017.   Train paid for by WLGA - £160.00. Unable to attend.

Rob Stewart - WLGA Brussels meeting 27.2.2018.   Hotel £200.85 and Train £115.00 paid for by WLGA. Unable to attend.

Clive Lloyd - Intercultural Cities Conference (ICC) in Lisbon, Portugal in November 2017. Hotel £437.00 & Flight £257.40 and expenses paid for by ICC.

Key / Nodiadau

CM - Cabinet Member / Aelod Y Cabinet

CC - Committee Chair / Cadeirydd y Pwyllgor

DL - Deputy Leader / Dirprwy Arweinydd

DLM - Deputy Lord Mayor / Dirprwy Arglwydd Faer

LLOG - Leader of the Largest Opposition Group / Arweinydd Grŵp yr Wrthblaid Fwyaf

L - Leader / Arweinydd

LM - Lord Mayor / Arglwydd Faer

Civic Salary = Lord Mayor / Deputy Lord Mayor (inclusive of Basic Allowance)

Senior Salary = Cabinet Member / Committee Chair / Leader of the Largest Opposition Group (inclusive of Basic Salary)

Please note that some Senior Salary payments will refer to the 2016-2017 Municipal Year (ie 01.04.2017-24.05.2017) and some will refer to the 2017-2018 Municipal year (ie 25.05.2017-31.03.2018). These have been indicated with (Part) after the relevant role.

Statement of Payments Made to Members of City & County of Swansea in 2017-2018 / Datganiad o Daliadau a Wnaed i Aelodau Dinas a Sir Abertawe yn 2017-2018

Councillor Name / Enw'r Cynghorydd	Role or Title / Swyddogaeth neu Deitl	Basic Salary / Cyflog Sylfaenol	Civic Salary / Cyflog Dinesgig	Senior Salary / Cyflog Uwch	Opted to Forgo / Wedi Dewis Ildio	ICT Allowance / Lwfans TGCh	Broadband & Telephone Allowance / Lwfans Bandeang a Ffôn	Mobile Telephone Allowance / Lwfans Ffôn Symudol	CCS Pension Contribution / Cyfraniad Pensiwn DASA	Travel Allowance / Costau Teithio	Subsistence Allowance / Costau Cynhaliaeth	Car parking permit re-claim / Hawlio Hawlen Parcio Car	Reimbursement of Care Costs / Ad-daliadau costau gofa	Total / Cyfanswm	Payments from other public body / Taliadau oddi wrth cyrff cyhoeddus eraill
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
Bayliss, John		£ 1,358.60					£ 10.00							1,368.60	
Clay, Bob	CC			£ 2,247.31			£ 42.90		£ 525.87	£ 26.10				2,842.18	
Clay, Uta		£ 1,358.60					£ 12.26		£ 317.91	£ 20.70				1,709.47	
Colburn, Anthony Charles Saunders		£ 1,358.60								£ 108.00				1,466.60	
Cole, David		£ 1,358.60					£ 30.65							1,389.25	
Cook, Ann		£ 1,358.60					£ 30.64		£ 317.91	£49.05				1,756.20	
Harris, Cllr Jane	CM			£ 3,268.82			£ 30.65	£ 30.64						3,330.11	
Jones, Andrew		£ 1,358.60					£ 30.65		£ 317.91	£ 45.90				1,753.06	
Lewis, David		£ 1,358.60					£ 30.65		£ 317.91					1,707.16	
Marsh, Keith Edmund		£ 1,358.60					£ 12.25			£ 48.60				1,419.45	
Meara, Paul Michael		£ 1,358.60					£ 30.65		£ 317.91					1,707.16	
Newbury, John		£ 1,358.60												1,358.60	
Owen, Geraint		£ 1,358.60							£ 317.91					1,676.51	
Rees, Thomas Huw		£ 1,358.60					£ 30.64			£ 3.60				1,392.84	
Richard, Ioan Merritt		£ 1,358.60					£ 30.65		£ 317.91	£ 16.20				1,723.36	
Stanton, Rosina June		£ 1,358.60					£ 30.65							1,389.25	
Thomas, Ceinwen		£ 1,358.60					£ 30.65							1,389.25	
Thomas, Crawshay Miles		£ 1,358.60							£ 317.91					1,676.51	
Woollard, Neil		£ 1,358.60							£ 317.91					1,676.51	
TOTAL / CYFANSWM		£ 23,096.20		£ 5,516.13			£ 383.89	£ 30.64	3,387.06	318.15				32,732.07	

Notes / Nodiadau: Covers the period 01.04.17 - 04.05.17

Key / Nodiadau
CM - Cabinet Member / Aelod Y Cabinet
CC - Committee Chair / Cadeirydd y Pwyllgor
DL - Deputy Leader / Dirprwy Arweinydd
DLM - Deputy Lord Mayor / Dirprwy Arglwydd Faer
LLOG - Leader of the Largest Opposition Group / Arweinydd Grŵp yr Wrthblaid Fwyaf
L - Leader / Arweinydd
LM - Lord Mayor / Arglwydd Faer
Civic Salary = Lord Mayor / Deputy Lord Mayor (inclusive of Basic Allowance)
Senior Salary = Cabinet Member / Committee Chair / Leader of the Largest Opposition Group (inclusive of Basic Salary)

Statement of Payments made to Co-opted Members of City & County of Swansea in 2017-2018 / Datganiad o Daliadau a wnaed i Aelodau Cyfetholedig Dinas a Sir Abertawe yn 2017-2018

Co-Opted Member Name / Enw Aelog Cyfetholedig	Position / Swydd	Committee / Pwyllgor	Term of Office / Hyd y Swy	Allowance / Lwfans £	Travel Allowance / Costau Teithio £	Subsistence Allowance / Costau Cynhaliaeth £	Reimbursement of Care Costs / Ad-daliadau Costau Gofal £	ICT Allowance / Lwfans TGCh £	Broadband & Telephone Allowance / Lwfans Bandeang a Ffôn £	Total / Cyfanswm £
Anderson-Thomas, David	Education Scrutiny Member / Aelod Craffu Addysg	Scrutiny Programme Committee / Pwyllgor Rhaglen Chraffu	14.03.2014 - 13.03.2018	£ 1,485.00				£ 201.60	£ 46.93	£ 1,733.53
Burgess, Jill	Ordinary Member & Chair from 07.10.2016 / Aelod Cyffredin a Chadeirydd o 07.10.2016	Standards Committee / Pwyllgor Safonau	19.10.2012 - 18.10.2018	£ 640.00	£ 18.00					£ 658.00
Crayford, Philip	Community/Town Council Representative / Cynrychiolydd Cyngor Cymuned/Tref	Standards Committee / Pwyllgor Safonau	05.12.2012 - 04.05.2017 & re-appointed to next Local Government Election	£ 396.00	£ 16.20					£ 412.20
Evans, Gareth	Ordinary Member / Aelod Cyffredin	Standards Committee / Pwyllgor Safonau	01.04.2015 - 31.03.2021	£ 495.00	£ 55.36			£ 201.60		£ 751.96
Jones, Michaela	Ordinary Member / Aelod Cyffredin	Standards Committee / Pwyllgor Safonau	01.10.2017 - 30.09.2023	£ 495.00	£ 125.10				£ 28.06	£ 648.16
Lewis, Mike	Ordinary Member / Aelod Cyffredin	Standards Committee / Pwyllgor Safonau	01.10.2017 - 30.09.2023	£ 297.00	£ 8.55					£ 305.55
Thomas, Alan	Chair / Cadeirydd	Audit Committee / Pwyllgor Archwilio	27.11.2012 - 04.05.2017 & re-appointed to next Local Government Election	£ 896.00	£ 31.50					£ 927.50
Williams, Margaret	Ordinary Member / Aelod Cyffredin	Standards Committee / Pwyllgor Safonau	01.04.2015 - 31.03.2021	£ 297.00	£ 29.70					£ 326.70
TOTAL / CYFANSWM				£ 5,001.00	£ 284.41			£ 403.20	£ 74.99	£ 5,763.60

Cyngor Abertawe
Swansea Council

Report of the Cabinet Member for Economy & Strategy (Leader)

Council – 21 June 2018

Response to Welsh Government Consultation on the Green Paper regarding Local Government Reform: 'Strengthening Local Government – Delivering for People'

Purpose:	To respond to the consultation on the Welsh Government Green Paper regarding Local Government Reform: 'Strengthening Local Government – Delivering for People'
Policy Framework:	Green Paper - 'Strengthening Local Government – Delivering for People'
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that:

1) The response to the consultation on the Welsh Government Green Paper regarding Local Government Reform: 'Strengthening Local Government – Delivering for People' is noted and endorsed.

Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Sherill Hopkins

1. Introduction

1.1 The Williams Commission recommended larger and fewer Local Authorities. The Welsh Government accepted the recommendations and, in November 2015, published the Draft Local Government (Wales) Bill and Explanatory Memorandum (Nov 2015). The Bill proposed achieving structural reform through merging a number of Authorities, with eight or nine local authority areas as the preferred structure.

1.2   The White Paper, Reforming Local Government: Resilient and Renewed was published (Jan 2017) with proposals to take forward regional working by local Authorities in a mandatory systematic way.

1.3   Although Local government were broadly supportive of the case for change, there was no appetite for comprehensive mandated regional working and sought to negotiate voluntary 'regional deals' with the Welsh Government.

1.4   The main proposal in the current Green Paper 'Strengthening Local Government – Delivering for People' is to create fewer and larger Local Authorities, reducing the number from 22 to 10 Authorities. The indicative new authority areas would include the following groupings of Local Authorities:

- Ynys Mon (Anglesey) and Gwynedd
- Conwy and Denbighshire
- Flintshire and Wrexham
- Ceredigion, Pembrokeshire and Carmarthenshire
- Swansea and Neath Port Talbot
- Bridgend, Rhondda Cynon Taf and Merthyr Tydfil
- Vale of Glamorgan and Cardiff
- Newport and Caerphilly
- Powys
- Torfaen, Blaenau Gwent and Monmouthshire

1.5   This report summarises the content of the Green paper consultation document (See Appendix A for the complete Welsh Government consultation document) and outlines the Council's response.

2.   Summary of key points from the Green paper consultation document

2.1   Welsh Government has proposed three options for re-organisation:

- Option 1 – Voluntary mergers,
- Option 2 – A phased approach with early adopters merging first followed by other Authorities, merging first by 2022 with all other Authorities merging by 2026,
- Option 3 – A single comprehensive merger programme to be completed by 2022.

2.2   Welsh Government have outlined potential advantages and disadvantages for each option within the Green paper consultation. These are summarised as follows:

Option 1: Voluntary Mergers	
Advantage	**Disadvantage**
Enables the Local Authority to determine the pace of consolidation.	Creates uncertainty and the potential for divergence across Wales.

Option 2: A phased approach with early adopters merging first followed by other Authorities	
Advantage	**Disadvantage**
A flexible approach that would see a clear end point when the new structures would be in place.	Would create delays achieving any potential benefits.

Option 3: A single comprehensive merger programme	
Advantage	**Disadvantage**
Addresses the sustainability challenge quickest and removes uncertainty.	No choice for local government on the pace of change.

2.3   The other key points within the Green paper consultation document can be summarised as follows:

2.3.1   Welsh Government will produce a revised regulatory impact assessment with the revised costs and benefits of merging Local Authorities.

2.3.2   The groupings will be aligned with Health Board boundaries (with the exception of Bridgend).

2.3.3   The regional models of economic working and the City Deals will be expected to continue.

2.3.4   Public Service Boards will be encouraged to move to working on a new regional footprint as soon as possible (before new Authorities come into being).

2.3.5   Transition Committees would be established as soon as possible for each new Authority to prepare for the Shadow Authority. The date would be determined by the Option selected for re-organisation.

2.3.6   Elections to Town and Community Councils will mirror those for principal Authorities in 2021 and 2025.

2.3.7   Councils elected at the first new elections to the new Authorities would serve as 'Shadow Authorities' until vesting day. Existing Authorities subject to merger would be abolished on 31 March 2022 or 31 March 2026 (depending on the option pursued) and the Shadow Authorities would take over on the following day.

2.3.8   The consultation suggests holding any local government elections in
June 2021.

2.3.9   The Boundary Commission would need to undertake electoral reviews
and make recommendations by August 2020 for electoral wards, the
number of councillors for each ward and the size of council for each of
the new Authorities.

2.3.10 There would need to be the legal joining together of revenue and capital
budgets and the amalgamation of local Council tax bases and assets.

2.3.11 Councillors should be properly remunerated, respected and recognised
for the work they do in their communities.

2.3.12 Councillors should have the support and resources necessary to
undertake their role including access to information and be kept abreast
of decisions being taken on behalf of their council – and have support to
fulfil their scrutiny role effectively.

2.3.13 The creation of new Authorities offers an opportunity to review the
support for elected members to ensure that they can effectively
undertake their roles as representatives of the electorate and responsible
members of the local authority.

2.3.14 The Welsh Government will work with local government to champion the
role of elected members and help communities understand, and value,
the important part councils play in their lives.

2.3.15 Welsh Government intend to legislate for the general power of
competence for principal Authorities that merge and community councils
that meet eligibility criteria.

2.3.16 Creating new Authorities with additional powers and greater flexibilities
would provide an opportunity to reconfigure and redesign services,
share transactional and expert services and address workforce issues.

2.3.17 The new Authorities would present an opportunity to strengthen the
Welsh language by pooling capacity and capability and would also need
to have a focus on people with protected characteristics to ensure that
they fully represent their communities.

3.   Response to the consultation

3.1   Proposed Local Authority Areas: form should follow function

3.1.1   Swansea is open to the idea of merging but our neighbours may have
different views. Swansea Council is committed to regional working and
has dedicated resources and grasped the opportunity to work
collaboratively; we are doing so increasingly despite the inconsistent
messages from Welsh Government.

3.1.2   A voluntary merger approach is unlikely to deliver within an acceptable time period what the Welsh Government has set out.

3.1.3   The proposal around a phased approach to mergers leading up to 2026 will effectively kick the matter into the long grass. If there is a will to do this then it needs to be done rapidly i.e. by 2022.

3.1.4   The best model is the one that would deliver sustainable services over parochial interests. Local government in Wales will need the funding and flexibility to achieve this. The main driver for any changes to local government should be to retain focus on improving outcomes for citizens and should not be about saving money.

3.1.5   It will be very important to retain a focus on service delivery during any merger; for example, there is a danger that the proposed transition process will create such a disruption to service delivery. The previous re-organisation in 1996 created a lot of disruption with changes to electoral wards and staff uncertainty over jobs. To have this when councils are dealing with the unprecedented threat from austerity would be extremely challenging.

3.1.6   We must first have a clear vision for local government, other tiers of government and for all other areas of public service in Wales expressed in outcomes for the next 10 to 20 years and structures should follow this, i.e. form should follow function.

3.1.7   With a view towards achieving form over function, there needs to be a common set of values for local government, other tiers of government and all public services in Wales agreed by the public.

3.1.8   There is no guarantee that biggest is always best, i.e. that larger Authorities than those that already exist always deliver better performance or are a guarantee of financial health. There is a further risk that increasing the size of Council's will distance them further from the people that they serve.

3.1.9   There needs to be an understanding on what is best delivered regionally, e.g. specialist services, and what should be delivered locally, e.g. street scene services.

3.1.10 Starting from the health boundary footprints may not offer the best solution for effective service delivery or economic growth; economic development and regeneration will be the driver for economic and other well-being. The six councils in the mid and south-west have therefore all expressed the preference to collaborate on the economic development footprints, which should also include Health.

3.1.11 Health and social care are inextricably linked. Primary Care, Community Care and Social Care should be located in a single organisation with a

common accountability framework and a single budget. There should be democratic accountability built into this system.

3.1.12 The merger proposals will create confusion in relation to existing collaborations. If Authorities were to agree to merge, they may have very different views on arrangements that could freeze decision making on some collaborations until there is clarity.

3.1.13 The view of Swansea Council is that any review of boundaries should seek to encompass the natural boundaries of communities, which would identify with the Swansea Bay City Region. This model would follow the industrial heartlands of South West Wales and would include the neighbouring regions of Llanelli and the Swansea Valley together with Swansea and Neath Port Talbot.

3.1.14 Swansea, in common with the other Local Authorities in Wales, is currently reviewing its boundaries and has made its views known to the Boundary Commission for Wales, which can be shared with Welsh Government.

3.1.15 The City & County of Swansea believes that an independent review is needed on Welsh Government and local government relations in Wales so that relationships are constructive and a clear distinction established between the Welsh Government as policy maker and the public sector (not just local government) delivery arm.

3.1.16 Different Departments in Welsh Government appear to have different views on Local Government Reform, which is confusing. It will be important therefore to re-state as part of this what the different tiers of government will be doing in the new re-organised model. Any re-organisation should not only be about Local Government; it should be a more holistic review driven by a clear understand of what citizens want rather than what the Welsh Government wants. It needs to encompass all tiers of Government and all other public bodies in Wales and the roles and responsibilities of each will need to be clarified.

3.2 Reducing complexity

3.2.1 There should be a radical delayering of responsibilities and accountabilities in local government and public services in Wales to reflect Welsh Government as policy maker, local government as deliverer and a single inspectorate.

3.2.2 Local government is increasingly having to deal with a never-ending stream of new and complex legislative requirements and duties at a time of severe austerity. There needs to be a simplification and alignment of the many different legislative and policy frameworks affecting local government in Wales.

3.2.3 Too much interference and central direction from government and regulators on the content of Council's corporate plans and priorities, inhibits local discretion and innovation.

3.2.4 The language of accountability is negatively focussed on intervention and blame; instead it should be centred upon learning and improvement. A single accountability agreement should be in place describing outcome not process.

3.2.5 The current regulatory regime attempts to bring together judgements of the WAO, Estyn and CSSIW but they still each promote excellence in their respective fields irrespective of the impact in other areas. A single proportionate and risk-based inspection regime is needed based on a small number of agreed outcome measures with a focus on learning and improvement.

3.2.6 In addition to delayering and simplifying responsibilities and accountabilities and legislative frameworks, regional working could be made more effective by harmonising footprints, streamlining governance and decision-making arrangements and seeking to establish common approaches, language and systems; this in itself will be challenging.

3.2.7 Swansea is supportive of the proposed migration of Bridgend CBC into the Cwm Taf Health Board area because it simplifies the arrangements in Western Bay on a footprint that is unified and will offer significant opportunities to tackle some long-standing health and social care issues.

3.2.8 The role and function of Public Service Boards and their relationship to other collaborations should be reviewed in line with moves to delayer accountabilities and responsibilities within local government and the Welsh public sector, i.e. form to follow function.

3.2.9 The work of the PSBs and other regional partnerships, such as Western Bay, are not democratically accountable to the public; this must be rectified as a matter of urgency in order to provide PSBs and regional collaborations with democratic legitimacy.

3.2.10 In addition, PSBs should follow local government boundaries to further help demonstrate community leadership and local accountability.

3.2.11 The production of the Council's Corporate Plan and Medium Term Financial Plan and budget are all linked to the electoral cycle and provision will need to be made to ensure that they tie into any new electoral cycles going forward.

3.3 Funding the cost of re-organisation

3.3.1 There will be a large financial cost associated with local government re-organisation during a time of severe austerity. In 2014, CIPFA estimated that upfront costs of reorganisation across the whole of Wales could

range between £160m and £268m (based on Williams options). This was offset against projected annual savings in the order of £65m that will be achieved after a three-year period. These figures would need to be re-examined as a result of the passage of time.

3.3.2 Local Government could not and should not fund the cost of any local government re-organisation. Councils do not have the financial or other means to fund local government re-organisation.

3.3.3 There should be a radical review of the funding system to ensure the future sustainability of local government. The aim should be a single unhypothecated funding stream to local government in Wales backed by strong local outcome management.

3.3.4 The equalisation of Council Tax will create difficulties where there are significant disparities between different local Authorities. Council tax in Swansea is lower than in Neath & Port Talbot and it will be difficult for citizens to accept higher Council tax bands in Swansea should that be the outcome from any equalisation; the tax payer should not fund this sort of disparity.

3.4   Democratic accountability and trust in local government

3.4.1 Swansea believes that the levels of remuneration of Councillors should continue to be reviewed annually by the Independent Remuneration Panel and that an additional review is unnecessary.

3.4.2 Swansea believes that elected Members should not be bypassed and should have a stronger role in consultations and engagement with the public.

3.4.3 It is important to ensure that there is democratic accountability and more control for local government built into regional collaborations and that any mergers do not make local government and elected Members more distant from the people that they serve.

3.4.4 Swansea believes that a fundamental review of the existing structures and a radical delaying exercise being undertaken aimed at reducing complexity will help restore engagement and trust in the work of local government and public services and allow elected Members to focus on what is important to their constituents.

3.4.5 The language of accountability is negative focussed on intervention and blame and this has helped erode confidence in local government; instead, it should be centred upon learning and improvement. This would help restore public engagement and trust in the work of local government and public services.

3.4.6 Swansea supports a general power of competence for all Welsh Councils and believes that the Welsh Government should immediately seek to

devolve more powers, flexibility and autonomy to local government in Wales. However, this must be met with fair funding for local government where Welsh Government demonstrates that they recognise that Education and Social Care are as important as Health. This will enable local government to respond flexibly and to innovate in order to meet the priorities and needs of the people that they serve; this would also help to restore trust and engagement in local government.

3.5 Transformation and change

3.5.1 Demand management, prevention, service change and community capacity is needed to deliver the level of savings currently required to meet the challenge of austerity.

3.5.2 The role of the citizen and communities in dealing with demand management, changed service models and the creation of community capacity is vitally important. Personal responsibility for health, well-being, the environment and much else is key to managing and reducing demand.

3.5.3 We need a public sector committed to developing community capacity, managing and reducing demand, early intervention and customer focus; health, early intervention and prevention needs to be local government responsibilities.

3.5.4 Swansea believes in direct public service provision through local government where this will deliver the best outcomes for our residents. However, in order to address the significant financial challenges facing the Council, we are already through our *Sustainable Swansea – Fit for the Future* programme looking at new and innovative models of delivery for services, focussing on preventative services and demand management, digital opportunities and examining how communities can be enabled to help themselves.

3.5.5 Workforce planning and succession planning whilst essential are extremely difficult to deliver in a time of severe downsizing. The absence of standard pay and conditions leads to authorities competing for scarce resources, for example social workers. There is evidence that suggests as Local Authorities hit performance problems they simply outbid their neighbours for key personnel potentially transferring the problem and driving up salaries.

4. Equality and Engagement Implications

4.1 There are no direct equality implications to this report. However, local Authorities will need to continue to meet their statutory and legal obligations established under the Equality Act 2010, Public Sector Equality Duty (Wales) and Welsh language legislation and standards following any re-organisation. Our legal duties to consult and engage are also relevant here. The Council through its adoption of the UNCRC is

also committed to promoting and protecting the rights of Children and Young People and would be concerned to ensure that there would be no adverse effects on these from any proposals to re-organise local government in Wales.

5. Financial Implications

5.1 There are no immediate financial implications associated with this report at the present time. There is however longer-term issues and consequences set out within the Green Paper. The wider proposals as they develop could have significant financial and operational consequences and risks for the City and County of Swansea, and for local government in Wales across the piece. At this stage, it is too early to assess realistically with any certainty any additional specific costs, risks or opportunities for the City and County of Swansea.

6. Legal Implications

6.1 There are no legal implications associated with this report at the present time.

Background Papers: None.

Appendices:
Appendix A   Welsh Government consultation on the Green Paper regarding Local Government Reform: 'Strengthening Local Government – Delivering for People'

Welsh Government

Green Paper Consultation Document

Strengthening Local Government:

Delivering for People

Date of issue: 20 March 2018
Action required: Responses by 12 June 2018

Overview	'Strengthening local government: Delivering for people' is the Welsh Government's statement of intent for a stronger, more empowered local government in Wales. The proposals in this document set out the desired approach for the future of local government to deliver stronger, more resilient and sustainable public services with democratic accountability at its core.
How to respond	To respond to the consultation please either complete the online form or complete the questionnaire at the back of the document and return it either by email to StrengtheningLocalGov@gov.wales Or by post to Strengthening Local Government Welsh Government Cathays Park Cardiff CF10 3NQ
Further information and related documents	Large print, Braille and alternative language versions of this document are available on request.
Contact details	For further information: Strengthening Local Government Welsh Government Cathays Park Cardiff CF10 3NQ email: StrengtheningLocalGov@gov.wales
Data protection	The Welsh Government will be data controller for any personal data you provide as part of your response to the consultation. Welsh Ministers have statutory powers they will rely on to process this personal data which will enable them to make informed decisions about how they exercise their public functions. Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about or planning future consultations. In order to show that the consultation was carried out properly, the Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and

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address (or part of the address) of the person or organisation who sent the response are published with the response. If you do not want your name or address published, please tell us this in writing when you send your response. We will then redact them before publishing.

Names or addresses we redact might still get published later, though we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including the Welsh Government. This includes information which has not been published. However, the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it or not. If someone has asked for their name and address not to be published, that is an important fact we would take into account. However, there might sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in touch with the person and ask their views before we finally decided to reveal the information.

Your data will be kept for no more than three years.

Under the data protection legislation, you have the right:

- to access the personal data the Welsh Government holds on you;
- to require us to rectify inaccuracies in that data
- to (in certain circumstances) object to or restrict processing
- for (in certain circumstances) your data to be 'erased'
- to lodge a complaint with the Information Commissioner's Office (ICO) who is our independent regulator for data protection

The contact details for the Information Commissioner's Office are:

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

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Telephone: 01625 545 745 or 0303 123 1113
Website: www.ico.gov.uk

For further details about the information the Welsh
Government holds and its use, or if you want to
exercise your rights under the GDPR, please see
contact details below:

Data Protection Officer:
Welsh Government
Cathays Park
CARDIFF
CF10 3NQ

Data.ProtectionOfficer@gov.wales

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Foreword

I believe in local government.

I was brought up in a house where both my parents worked in delivering local services in Tredegar. For me local government is not simply about structures and lines on maps. For me this debate is about people. And it is about who we are as a people.

I want us to discuss and debate how we strengthen and empower communities and councils across Wales. I agree with those people who have argued that we need to devolve powers not simply to Wales but throughout Wales as well. I have already asked council leaders what new and additional powers they want to better deliver high quality services and to shape the future of the communities that they represent. I am committed to delivering more powers to Welsh local government than at any time since devolution. And I want to give those new powers to councils which are robust and sustainable enough to use them.

I hope that this will be an enriching and positive debate. All too often in the past we all have focussed solely on the challenges facing councils. Whether those challenges are financial or otherwise. I hope that we can now focus today on the opportunities that we can create for local authorities in Wales. Councils with more freedom and powers, which are bolder and more innovative, and which can deliver the best solutions for their areas and shape their futures.

We all want to see more people coming into local government to serve as councillors. We need councillors old and new who reflect the diversity of our communities and are value driven, capable, energetic and working hard to improve people's lives for the better.   We all want to see strong democratic debate and accountability rooted in the communities we serve. And which includes community and town councils, which play an important part in the delivery of strong local government. While the role of councillors and their relationship with the communities they represent has changed dramatically in the last ten years, they remain the life blood of local government. Communities have high expectations for public services and councillors across Wales are having to make tough choices.

We need councils whose membership is fully representative of the local community and which are relevant to everyone. Councils where elected members are recognised and rewarded for their commitment and for the crucial role they play in our democracy.

I simply do not believe that this vision of powerful, robust and energised local government can be built without a serious debate about local government structures. Wales needs strong, effective, empowered local authorities which can weather continued austerity and build local democratic structures fit for future generations. Our local authorities need to be large enough to have the capacity and capability to

develop and implement the bold new solutions demanded by the increasing challenges they face. Continuing as we are will simply see more missed opportunities to modernise, integrate and transform the way things are done. And this will be a tragedy for all of us who not only depend on our local services but who want to see stronger local government in the future.

I know local government has made real efforts to change, adapt and invest for the future but I also understand that in the face of UK Government cuts, there are limited options for ensuring the future sustainability of local services. The clock is ticking and local government must do something radical in response to the challenges we all recognise to remain relevant to the next generation, rebuild its purpose and develop trust.

Working together regionally remains crucial. It is central to our model of delivery in education and social services and has been led proactively by local government through the City and Growth Deals. This must continue but it is not enough on its own.

The next step must be game-changing. I know that many people in local government understand this and I am committed to working with them to deliver this change. I have already announced proposals to increase participation and improve the democratic process for everyone in Wales.

This consultation sets out some options designed to create stronger and more powerful local authorities by bringing them together to create new authorities. Bringing local authorities together, while making a range of changes designed to reinvigorate the democratic process and strengthen the role of elected members, offers an opportunity to deliver democratically accountable, high quality and sustainable public organisations, which can address the many economic and social challenges our communities face now, and in the future.

I hope now that we can have that positive, constructive and optimistic conversation about how we empower and strengthen local government for the future.

Alun Davies

Cabinet Secretary for Local Government and Public Services

1. The Future of Local Government

1.1   The Welsh Government wants strong and empowered local government which can provide bold, determined and focused local leadership. We believe local government, its elected members and officers should be respected by and be representative of their communities. We want councils which are valued by their communities and are the first port of call for those wanting to connect with local communities whether they are from the private, public or third sector.

1.2   Our vision is for empowered local authorities which have the freedom, powers and values that drive them to look to the future, learning from the past but not stuck in it. Success will be measured by how much is being done better and the positive difference this makes to people's lives.

1.3   Our vision for local government builds on the strengths local government already has. This is about reinvigoration not reinvention. It looks forward to councils with the strength and scope to work in the best interests of the communities they serve. Councils which work with others to make a difference and use public money effectively for the public good. A local government system where the workforce are valued, respected and influential in improving services – supported and encouraged to be advocates for the people they serve. A system in which social partnerships underpin the relationship between local authorities and their staff and are recognised and valued as a strength. In turn, larger, empowered, local authorities will empower communities and town and community councils to be bold and ambitious.

1.4   The Welsh Government believes that to achieve this vision, the current structure must be revisited. This consultation explores potential approaches to achieve this vision.

Communities
- Empowered and Engaged
- Prosperous and Successful
- Represented and Influential

Stronger Local Government
- Evolving and Innovating
- Open and Transparent
- Valued by Communities

Public Sector Workforce
- Valued and Respected
- Supported and Encouraged
- Leading and Creative

Elected Members
- Bold and Ambitious
- Shaping and Influencing
- Relevant and Representative

2. Case for change

2.1   Local government reform is not an end in itself. It is about ensuring the effectiveness and sustainability of public services for the future and ensuring we have strong democratically accountable councils working at the right scale to be empowered to protect public services. It is strong local government working with and for communities which will help us build prosperity for all.

2.2   Local democracy is a core part of Welsh identity. Our heritage and traditions of public service are based on the values born out of the struggles for social justice in many of our communities in the late nineteenth and early twentieth centuries. The late twentieth century again saw communities coming together to fight for their beliefs, for their values, for jobs and for a future for their children.

2.3   We now face new challenges, made more acute by the impact of globalisation. A new generation is looking to public service leaders to provide direction, preserve the fabric of communities and provide opportunities for involvement in democratic decision making. Strong and empowered local democracy will be vital in addressing the challenges we face, in finding the best local solutions and in delivering sustainable public services.

2.4   At present, as the Leader of the Welsh Local Government Association (WLGA) has said:

"services are wearing down to the point of collapse and the public are rightly growing frustrated in terms of paying council tax and yet seeing key community functions cut or closed … The whole position is unsustainable. Local authorities cannot go on to be expected to make the harshest of cuts whilst continuing to provide the same breadth and level of service; in short, something has got to give."

2.5   The Welsh Government agrees we cannot carry on as we are if local government is to be sustainable and provide the foundation on which future generations and their communities can prosper. This challenge is complex and requires a long term approach which is about more than money alone. We must look at the role of local government, how it works, what people expect – transforming service delivery and giving local authorities the tools to lead their communities.

The need for change

2.6   The rationale for change is simple and urgent. Wales needs stronger local government which is equipped to address the challenges we face. Councils with the powers, capability and capacity to deliver the public services our

citizens need. Local authorities which support communities by using public money efficiently and effectively. We have explored a number of different solutions to this challenge over the last four years[1].

2.7   The Commission on Public Service Governance and Delivery (the Williams Commission) in its report published in January 2014[2], made the case for structural reform of local authorities in order to ensure the continued delivery of high quality and sustainable public services. The report stated that the creation of larger authorities:

"..appears to be the best option for addressing the risks of small scale and indeed the only one which is both viable and deliverable in the short to medium term. Such a programme is necessary to maintain local democracy, deliver cost savings and create local authorities that are resilient and better able to withstand the challenges ahead. It is also the only option that will allow for timely implementation and the least possible impact on the delivery of front-line services."

2.8   The Williams Commission identified that smaller council areas were significantly challenged in delivering consistently, securing the resilience, expertise and leadership capable of transforming their organisations and supporting their communities in a complex and changing world. The Commission also believed that smaller local authorities were further limited by proportionally greater administrative overheads.

2.9   This was not a criticism of those who worked in or led those organisations. On the contrary, it recognised that their achievements, especially in the years since 2008, had been delivered in a very challenging context. The Williams Commission concluded that reform was essential if local authorities were to be financially resilient and able to maintain and improve the quality of services to meet the needs of the citizens of Wales in the future.

2.10   The then Welsh Government accepted these arguments and, in November 2015, published the *Draft Local Government (Wales) Bill and Explanatory Memorandum* which proposed achieving structural reform through merging a number of authorities, with eight or nine local authority areas as the preferred structure. Responses to the proposals were mixed. Many stakeholders welcomed the proposals but local government stakeholders indicated their preference was a more concerted, flexible, collaborative approach to joint working based on existing or emerging regional ways of working. Following the Assembly elections in 2016, the new Welsh Government, therefore, embarked on a conversation with local authorities and stakeholders to find a

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[1] Annex A provides a summary of previous publications / consultation which have informed and underpin the options presented in this consultation
[2] http://gov.wales/docs/dpsp/publications/psgd/140120-psgd-summary-report-en.pdf
http://gov.wales/docs/dpsp/publications/psgd/140120-psgd-full-report-env2.pdf

consensus on how best to deliver the resilient and sustainable public services that our citizens want, need and deserve.

2.11   In January 2017, the *White Paper, Reforming Local Government: Resilient and Renewed*[3] was published. Informed by discussions and engagement with local government, this contained proposals to take forward regional working by local authorities in a mandatory and systematic way. The regional working proposals were based firmly on the arrangements local authorities already had in place, using them as the foundations for further regional working.

2.12   Local government has said it is broadly supportive of the case for reforming local government and greater levels of regional working – and point to progress made in recent years through voluntary approaches, for example, the city deals. However, local government has also been clear there is no appetite for comprehensive *mandated* regional working as outlined in the *White Paper, Reforming Local Government: Resilient and Renewed*. They look instead to negotiate voluntary 'regional deals' with the Welsh Government.

2.13   It is clear from the conversations we have been having[4], there is consensus that maintaining the status quo is not an option. WLGA representatives have themselves said that some services are wearing down to the point of collapse[5]. This is in an environment where the Welsh Government has protected funding for local government in Wales, against a backdrop of reducing budgets from the UK Government. Current spending on local services in Wales increased by over 4 per cent between 2010-11 and 2017-18 (in cash terms). In England, it fell by 12 per cent. In these circumstances, continuing with 22 authorities often doing the same things in different ways 22 times over is not sustainable. These issues are not new, neither is the fact that funding for public services will continue to be challenging for the foreseeable future.

2.14   However, as the Williams Commission set out, and the Welsh Government agrees, continually increasing expenditure is not the solution – even if it were possible. The Williams Commission outlined significant issues around performance, resilience, capability and capacity that have not disappeared in the last few years and, despite the best efforts of many, have often worsened as austerity has begun to bite and demand for services continues to grow. This is not solely a result of increasing cost pressures, it also reflects the need

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[3] https://beta.gov.wales/reforming-local-government-resilient-and-renewed
[4] Annex A: Previous publication and consultations which have informed and underpin the options presented in this consultation.
[5] http://www.bbc.co.uk/news/uk-wales-politics-41557214

to transform services and do things differently. These challenges persist and are likely to continue well into the next decade.

Fewer, larger local authorities with the powers and flexibility to make a real difference in their communities

2.15　The need for radical change is urgent and pressing. The Welsh Government believes we now need to explore options for achieving this – and this needs to encompass a sustainable future structure and stronger local authorities with powers and scope to deliver for their communities. Annex A demonstrates how we have explored a range of solutions over the last four years.

2.16　Our most recent proposals were for mandatory and systematic regional working but the WLGA confirmed as recently as 7 March 2018 they did not support mandated regional working. Their proposition is to work co-operatively on a regional agenda and to negotiate 'regional deals' with the Welsh Government. We have considered this suggestion carefully and recognise the positive steps made through the City and Growth Deals. However, we have also given careful consideration to the long history of attempts to promote collaborative working in local government on a voluntary or negotiated basis. These include the Beecham report and Making the Connections and the Simpson report and the Compact, all of which saw a significant amount of effort expended but benefits were patchy and inconsistent. It has also been challenging to make progress on joint working in other areas since then. For example, pooling budgets in social services got off to a slow start and there is no appetite to develop joint local development plans.

2.17　While regional working will continue to play a crucial role in our overall approach, the Welsh Government does not believe that, on its own, it offers a sufficient answer to the challenges we face.

2.18　We see regional working playing a central role in those areas where the topic lends itself to scale or where there are benefits from multiple local authorities being engaged. Effective action on strategic land use planning, transport and economic development should be looked at across large regions in Wales, with the Economic Action Plan setting out the footprint for future work. In education, the Consortia will retain responsibility for school improvement and have the potential to do more. In social services, the task of integrating health and social care and implementing the vision set out in the Parliamentary Review of Health and Care is ever more pressing. This means regional working on the health board footprint for social services will remain central to our approach and is enshrined in legislation.

2.19 However, this will not be enough to address the financial and service challenges the current model of local government faces – and we need to consider the options for what sits alongside ongoing regional working.

2.20 The Welsh Government believes that it is time to seriously examine creating fewer, larger local authorities. We have considered other alternatives, such as a long-term boundary review, two-tier local authorities, creating combined authorities or taking some services out of local control, as well as continued voluntary regional working. However, in the context of the Williams Commission's recommendations to address the risks to governance and delivery within local government, of low capacity, a lack of resilience and unsustainable costs and overheads, none of those other options address the challenges in as rounded and consistent a way as bringing local authorities together. Additionally some of those options would cut across our objective of retaining local government with broadly the same form and range of functions – or even expanding these.

2.21 Changing the size and number of local authorities is not an end in itself. Its purpose is to provide a platform for radical transformation and long term sustainability and retain the functions and responsibilities of local government, which have been widely accepted and agreed as the best for Wales. Creating new stronger, more sustainable local authorities, supported by appropriate regional delivery, will build on the advantages of our current system while addressing the challenges it faces.

2.22 There are a number of approaches which could be adopted to create fewer, larger authorities. This consultation explores these options:
- Option 1 – Voluntary mergers
- Option 2 – A phased approach with early adopters merging first followed by other authorities
- Option 3 – A single comprehensive merger programme.

2.23 In each of these options we think it is necessary to have a clear template for the future footprint of local government, which any mergers must be consistent with. This is important to ensure we do not cut across other service boundaries, for example health board or police boundaries. It would also provide clarity for decision making and long term planning which is important to ensure that decisions on long term projects and service planning can be made on a sound basis. It would avoid significant effort being expended to develop proposed groupings which would ultimately not be supported. This consultation therefore suggests a possible future footprint for discussion.

2.24 We also recognise that the process of bringing local authorities together, if we proceed on that basis, will have a cost – as well as benefits. This consultation

explores the support which could be made available to assist with the process of mergers and we will use the process of consultation to update the evidence on costs and benefits to help inform final decisions.

2.25 Finally, we have always recognised structures are only one part of the answer to strengthening local government. Local authorities need the powers and the flexibility to make decisions and take action to improve people's lives. Local authorities also need to be underpinned by healthy local democracy where local councillors having a meaningful role, which is understood and valued by the public and attracts a wide range of people to get involved. This consultation also, therefore, explores these issues in themselves and as part of a package available to authorities following a decision to merge, where that is an option available to them.

3. Options for strengthening local government

3.1 Alongside regional working in key areas, we have concluded, in line with the recommendations of the Williams Commission, we need to create larger, stronger authorities to secure the financial viability of some councils, ensure the sustainability of services and provide a platform for transformation in delivery and outcomes for people.

3.2 We recognise this is a subject we have consulted on previously and one on which the views of principal local authorities have generally been at odds with the response from the wider public service and the public. However, local government has continued, since we last consulted on mergers, to highlight the substantial pressures they face and be clear the current situation cannot be sustained. As a Government, it is our responsibility to hear those messages and to find a way to address them. We lack a credible alternative proposition, apart from providing more money that we simply do not have, so we must return to the recommendations of the independent Williams Review.

3.3 There are different ways in which we can arrive at larger, stronger authorities and each has its own benefits and disadvantages. These options and the considerations relevant to them are set out in this chapter.

Common features for each option

3.4 In considering the options, we need to be clear that certain features would be common to the process of creating fewer, larger authorities regardless of the option adopted. These are:

- A clear future footprint which any mergers must be consistent with to reduce uncertainty – this is discussed in chapter 4
- A structured, democratically-led change process to ensure the impact on existing services, citizens and the workforce is managed and puts the new authorities in the best position to start work on vesting day – this is discussed in chapter 5
- Appropriate support and assistance with the process of bringing authorities together and greater powers and flexibilities and other opportunities for the new authorities – this is discussed in chapter 6.
- Separately there would also need to be provision, as there is now, to deal with very serious failure in a local authority, which other support and intervention approaches cannot address. These would be emergency powers to be used only as a last resort to amalgamate the authority in very serious difficulties with another authority or authorities.

Option 1 – Voluntary mergers

3.5   This option would see the Welsh Government make provision to enable local authorities to come forward with merger proposals if they were within a specified future footprint which defined new authority areas. Where, for example, two existing authorities within a proposed new local authority area wished to merge, but the other authority or authorities did not, we think there is a case for enabling the willing authorities to proceed on their own.

3.6   The advantages of this approach are that it enables local government to determine the pace at which it moves towards consolidation into larger authorities. It would allow proposals to come forward when the necessary support was in place and would enable change to happen 'with the grain' rather than against it. This should provide for smoother transition and minimise the risk of energy being dissipated in fighting the process. Where change occurred, it would see overall capacity increase and savings emerge over time. It would also enable merged authorities to access new powers and flexibilities and other opportunities outlined in chapter 6.

3.7   The disadvantages of this option are that there is no certainty of change – and where there was no change, the financial and service pressures would continue to grow. It would not realise the savings and wider benefits of a more comprehensive approach. It would extend the uncertainty for the local government workforce and citizens, potentially for an indefinite period. It would provide scope for a 'blocking' authority to prevent a merger, with no alternative available to the other authority or authorities. It would see change continuing in different parts of Wales over a potentially highly extended period, which might impact on delivery of other priorities. It would also see the Welsh Government having an ongoing commitment to support the process and reduce the scope to switch to a focus on supporting transformation. It would be difficult to find 'once for Wales' solutions to common challenges. It would, potentially, see increasing divergence in the model of local government in Wales with the scale and powers of local authorities varying more widely.

3.8   It would also be possible to either make provision for comprehensive mergers at some future date, which could be set subject to further consultation, or to plan on the basis comprehensive mergers might follow and be provided for in a future Bill.

3.9   We have considered whether, in this option, a specified future footprint is desirable in principle. The case for not having a specified future footprint is the additional flexibility it would offer local authorities to find a willing partner and move forward. The rationale for having a specified future footprint is set out in chapter 4 and centres around ensuring alignment with other public

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services, providing certainty for services and staff and avoiding abortive work. We reflected on the voluntary merger process in 2014/15, where the lack of clarity of the desired future map was an important factor in seeing proposals come forward which were ultimately not accepted. No-one would wish to go through a similar experience again and, on balance, we think the case for setting out a future footprint is stronger than that for allowing broader flexibility.

Option 2 – A phased approach with early adopters merging first followed by other authorities

3.10   This option would see the Welsh Government make provision for local authority mergers in 2026, in line with a specified future footprint for local government, but also enable local authorities to choose to move more quickly and come forward in time for new authorities to be vested in 2022.

3.11   The advantages of this approach are that it offers a comprehensive solution and a clear end point when the new structures would be in place. It allows flexibility within that to enable local authorities to choose to move more quickly towards consolidation into larger authorities. Where authorities choose to move more quickly, this would be based on there being the necessary support which should provide for smoother transition. Although potentially extended over a period of around six years, it would see overall capacity increase and savings emerge by 2026. It would reduce the uncertainty for the workforce and citizens compared to a purely voluntary approach. It would also enable early adopters to access new powers and flexibilities and other opportunities outlined in chapter 6.

3.12   The disadvantages of this option hinge on the potential delay before change occurs, during which the financial and service pressures would continue to grow. This would also delay some of the savings and wider benefits, although it would spread costs over a longer period too. It would provide scope for a 'blocking' authority to prevent an early merger but this would be resolved in 2026. It would see change continuing in different parts of Wales over an extended period, which might impact on delivery of other priorities, although there would be a clear end point to this. There would be a longer period during which the Welsh Government would need to support the process. It would allow, for a period of four years, some divergence in the scale and powers of local authorities.

Option 3 – A single comprehensive merger programme

3.13   This option would see the Welsh Government make provision for local authority mergers in 2022, in line with a specified future footprint for local government.

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3.14 The advantages of this approach are that it addresses the sustainability challenge quickest and potentially offers a more cost effective way of arriving at the future footprint. It offers a single, clear solution and minimises the length of the change process. It provides for a timely response to the financial and service pressures local authorities face. It would see capacity increase and savings emerge more quickly than the other options. It offers the greatest certainty for the workforce and citizens. It does not allow a 'blocking' authority to prevent progress, although authorities which were hostile to change could make the process more challenging. It keeps to a minimum the period the Welsh Government has to provide support to the process and would allow the focus to switch to transformation. It would offer more scope to find 'once for Wales' solutions to common challenges. It allows all authorities to access new powers and flexibilities and other opportunities outlined in chapter 6 and minimises divergence in scale and powers.

3.15 The disadvantages of this approach are that it provides no choice for local government on the pace of change. It means mergers would happen regardless of the level of support in a local authority. There are likely to be places where there is opposition and the transition process will be variable. In places where there is opposition, there is a risk of service delivery suffering as a result of the distraction of trying to resist change.

Establishing the costs of change

3.16 The services local authorities provide face increasing challenges. Budgets are reducing, demand is increasing and it is difficult to recruit and retain the skilled workforce needed. With more time, more capacity and shared objectives, more could be achieved with the money available – this is the opportunity that creating fewer, larger authorities offers the people we all serve.

3.17 This does not deny the reality of austerity. It continues to be a defining feature of public expenditure. It impacts on our ability as a Government to provide longer-term financial certainty for public services. The Final Budget for Wales for 2018-19 published in December 2017 clearly sets out the challenges we all face in delivering sustainable services for the future. Delivering the efficiencies available through bringing local authorities together will allow the funding available to local government to go further and deliver more.

3.18 Austerity was a challenge even when the Williams Commission published its report in 2014. In this context, Williams recognised structural change is potentially costly and disruptive. However, the Commission concluded the cost of doing nothing would be greater and the value of the missed opportunities much greater again. The Commission was clear: the current structure of 22 local authorities was not sustainable and the long-run savings

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would quickly outweigh the short term costs. The Commission was also clear that it believed that creating fewer, larger local authorities could be undertaken in a timely manner and was the least disruptive option.

3.19   The Regulatory Impact Assessment (RIA)[6] accompanying the Draft Local Government (Wales) Bill detailed a range of potential costs and benefits associated with merging local authorities. The RIA identified that merging the current 22 local authorities into between eight or twelve local authority areas would cost between £97m and £246m, but would yield estimated savings between 2020-21 and 2029-30 of between £430m and £915m.

3.20   We accept that since the RIA was published, and faced with ongoing austerity, local authorities have not stood still. Some of the benefits associated with creating fewer, larger local authorities, such as reduced management numbers and reductions in staff costs, may have already been realised (as potentially will the associated one-off costs). We believe, however, there are still significant financial benefits to secure.

3.21   There are also implications for the relationships between organisations. The Williams Commission identified over 900 public sector organisations in Wales and a substantial overhead in complexity, duplication and significant administrative burden. In their report, the Commission identified that fewer local authorities would mean a reduction in the interactions required and would result in considerable savings for local authorities. It would also enable more time to be spent on delivering and improving services rather than on managing relationships between organisations.

3.22   We will produce an updated regulatory impact assessment with revised costs and benefits to accompany the legislation we propose to introduce into the National Assembly for Wales. We will use this consultation process to establish up-to-date costs and savings for each of the options to inform final decisions on the way forward.

Consultation Question 1

In the previous chapter, we restated our commitment to regional working in key areas but recognised the need for this to be supported by further change. In this chapter, we set out the broad options for moving toward fewer, larger local authorities and summarise features of the process which would be common to each option.

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[6] http://gov.wales/betaconsultations/localgovernment/draft-local-government-(wales)-bill-consultation/?lang=en

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a) What practical steps could the Welsh Government take to make current regional working easier and more effective, for example in relation to the education consortia, social services and the City Regions and City and Growth Deals?

b) What are your views on the common elements to the process of mergers we outline in this section?

c) What are your views on the options for creating fewer, larger authorities which we have set out?

d) Are there other options for creating fewer, larger authorities we should consider?

e) Do you have evidence on costs, benefits and savings of each option which can inform decision-making? If so, please provide details.

4. Finding agreement for a future footprint for local government

4.1   For each of the options explored in this consultation, we think it is important to have a clear template for the future footprint of local government which any mergers must be consistent with. This will:

- ensure alignment with the boundaries other public services operate on, for example Local Health Boards
- provide clarity for long term planning which is important to ensure that decisions on projects and service planning can be made on a sound basis
- avoid significant effort being expended to develop proposed groupings which would ultimately not be supported.

4.2   A number of approaches to determining a future footprint for local government have previously been taken[7]. These have included several attempts to define a map of potential new authorities, including in the Williams Commission's report (proposing ten to twelve local authorities) and in the Draft Local Government (Wales) Bill[8] (proposing eight to nine local authorities).

4.3   In presenting the approach in this consultation, we have taken into consideration previous consultation responses and stakeholder views, particularly in relation to the Draft Local Government (Wales) Bill. Stakeholders told us that clear accountability and representation were important and that it was necessary in any proposals to reduce the number of local authorities to ensure we secured these as well as the economic and social benefits of scale.

4.4   On specific geographic issues, stakeholders told us that joining the six principal local authorities in North Wales to form three new authorities would be the best approach and better reflect the cultural and economic strengths of the constituent areas. An earlier consultation on Reforming Local Government in October 2014, proposed that the South East area be split into two: with Newport and Monmouthshire brought together and Caerphilly, Torfaen and Blaenau Gwent becoming a single local authority area. Responses expressed reservations about this option. In responding to the Draft Local Government (Wales) Bill however, stakeholders also told us that they thought joining five local authorities in the South East into one would result in a single authority which might have difficulty in effectively meeting the local needs and maintaining democratic accountability.

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[7] Annex A: Previous publication and consultations which have informed and underpin the options presented in this consultation
[8] Published November 2015

4.5   We have listened to this. The approach within this consultation presents a possible future structure for local authorities based on responses to previous consultations including offering a further alternative grouping for the South East which can be tested through consultation.

4.6   There are many challenges associated with bringing local authorities together. These include:
- staffing issues: including pay, structure, policies and pensions
- system and process alignment, including data sharing and ICT
- service reconfiguration and transformation: including understanding of capacity and capability
- workforce issues, including recruitment and retention.

4.7   We recognise these challenges and consider them further in chapter 6. However, we believe these challenges can be managed and should not deter us from moving forward with these proposals.

4.8   In thinking about how to construct a way forward for creating fewer, larger authorities we have had a number of key factors in mind. These include how any new authority areas relate to and take account of their communities, ensuring democratic accountability is maintained, creating a sufficient scale to empower any new authority to protect public services and placing local government in a position of strength and sustainability for the future. Our proposals also align with the intention outlined within the Williams Commission recommendations, ensuring changes can be implemented as quickly as possible and with the minimum disruption to frontline services.

4.9   Based on this, we have proposed for discussion indicative new authority areas which are illustrated in the table below.

Current local authorities	New Area	Current local authorities	New area
Isle of Anglesey	1	Bridgend	7
Gwynedd		Rhondda Cynon Taf	
Conwy	2	Merthyr Tydfil	
Denbighshire		Vale of Glamorgan	8
Flintshire	3	Cardiff	
Wrexham		Newport	9
Powys	4	Caerphilly	
Ceredigion	5	Torfaen	10
Pembrokeshire		Blaenau Gwent	
Carmarthenshire		Monmouthshire	
Swansea	6		
Neath Port Talbot			

4.10   These groupings are aligned with the current health board boundaries, except in the case of Bridgend. The Welsh Government has consulted on supporting

effective partnership working in the Bridgend area by changing the health board boundary to align decision making across health and local government. This consultation closed on 7 March 2018 and the approach is consistent with the proposition which has been consulted on and is underpinned by the same principles for simpler, more effective public services that are better aligned to existing regional partnerships.

Working together

4.11   As we have already said, we acknowledge that local authorities have not stood still. We recognise some joint working arrangements are in place. These approaches, whilst not consistent across Wales, have demonstrated that service reconfiguration and critical mass can help to address the service delivery challenges we face today and will face in the years to come.

4.12   It is also true that, in a number of service areas, benefits for people, businesses and other public sector partners can only be realised and services sustained by working together on a much larger scale than our proposed new authorities. In those areas, regional or collaborative working should continue. Bringing local authorities together would provide the opportunity to streamline these regional arrangements with fewer players around the table and a more coherent sense of purpose. This should enable faster decision making, clearer accountability and better services for the public.

4.13   In *Prosperity for All: the national strategy*[9], we commit to a regionally focussed model of economic development and this theme is further developed in the *Economic Action Plan*[10]. Our aim is to enable productive regions and more balanced growth through a regionally-focused model of economic development, which recognises that different areas of Wales have distinct economic profiles and routes to greater prosperity. Developing a regionally focussed model of economic development will require the active participation of local authorities, who in many cases are already working together within a wider geographical area, for example within regeneration area programmes, the City Deals, Growth Deal and Growing Mid Wales Partnerships. We expect the regional model of economic development to continue in north, south east and south west and mid Wales, helping us to maximise opportunities wherever people live. Moreover, through building effective working relationships with English councils and others, larger and stronger Welsh local authorities will have greater capacity to exploit cross-border opportunities for the benefit of Wales.

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[9] http://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf

[10] http://gov.wales/docs/det/publications/171213-economic-action-plan-en.pdf

4.14 Table 1 of Annex B shows the alignment of the proposed local authority areas with the existing regional arrangements. We recognise that our approach to creating new authorities may impact on the boundaries of existing city deals or emerging growth deals. Having fewer authorities would provide an opportunity to simplify regional working and we will work to ensure we take forward these regional arrangements as part of building the new authorities.

4.15 Table 1 of Annex B also shows the alignment of the proposed local authorities with currently regionalised local authority services and other public sector organisations. This clearly shows the potential for the creation of new local authorities to simplify the complexity of regional and cross public sector working. These benefits, including the reduced administrative burden and demands on staff and councillors' time, will extend beyond local authorities to their partners.

Public Services Boards

4.16 The opportunity to simplify public sector working also applies to Public Services Boards. Public service bodies that sit on multiple boards have consistently called for fewer Public Services Boards. In some cases, Conwy and Denbighshire; Rhondda Cynon Taff and Merthyr Tydfil; Anglesey and Gwynedd, the Public Services Boards currently in place already largely reflect the proposed new local authority areas. For others, it would make sense to move to the new footprint at an early, appropriate, point ahead of new authorities coming into being. Our intention would be to make the transition to new Public Services Board areas as smooth as possible, to enable the boards to focus on making a demonstrable difference to their areas.

4.17 Public Services Boards would continue to be able, and encouraged, to work on a regional and national basis with other Public Services Boards on areas of common interest. Larger local authorities working as part of larger Public Service Boards should also support effective parallel working with regional partnership boards, which operate on the health board footprints.

The characteristics of the new areas

4.18 It is not our intention to determine the 'perfect' size for a complex, multi-functional, democratic local authority. However, we do believe it is possible to have a better balance, helping to achieve the critical mass and scale required to deliver high quality services for the future.

4.19 Annex B provides some statistical data on the proposed new areas.

Population

4.20   The average population of these new areas, as shown in table 2 of Annex B would be just over 311,000. There will be some variation, particularly between more urbanised areas, (Vale of Glamorgan and Cardiff with 489,931 and Bridgend, Rhondda Cynon Taf and Merthyr Tydfil with 441,293) and more rural areas (Powys with 132,160 and Anglesey and Gwynedd with 193,350). These differences are also reflected in the population density data in table 3 of Annex B, although even in those areas with high population densities, the challenges of delivering to dispersed rural populations are also present albeit to a lesser extent. Likewise more rural areas have urbanised areas with higher concentrations of population.

4.21   These dynamics are not new to local authorities, but the scale provided by our proposed areas gives the opportunity for more innovative approaches to service delivery and a greater ability to attract and retain the skills needed to deliver these services. These opportunities do not always exist within the smaller service areas of the current local authorities.

4.22   Table 4 in Annex B provides estimates of the average ages of the population within the new authority areas. This is important because it helps us identify where potential service challenges may lie in the new authority areas.   The proportion of 0-15 year olds are broadly similar across all proposed areas, at or near the Welsh average of 17.8%.[11] The 16-64 age range show more variance to the Welsh average of 61%. Those proposed areas with lower population densities show a lower than average proportion of 16-64 year olds; whereas those with higher population densities have a slightly higher proportion. For the 65 and over age group the opposite is true, with lower population density areas being above the Welsh average of 20%.

4.23   In terms of numbers of households, the average household size in the new areas would be roughly the same, averaging at 2.2 to 2.3 individuals per household, as can be in seen in table 5 of Annex B. The percentage of single person households as a proportion of all households does vary.

4.24   Powys is the clear outlier within the population data. We have thought very hard about the approach for Powys in developing this suggested footprint. As stated in the Williams Report, Powys is among the largest (in terms of area) and most sparsely populated unitary authorities in the UK. This creates distinctive patterns of demand and challenges to service delivery, which argue in favour of maintaining it as a separate authority. However, we are open to suggestions of an alternative approach.

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[11] Population estimates by local authority and age, Stat Wales

Consultation Question 2

This section has explained the need for clarity on the future footprint for local government and the range of factors which should be taken into account to determine a new configuration. It sets out a suggested future footprint for local government, which could be reached via each of the options set out in the previous chapter.

a) Do you agree that providing clarity on the future footprint of local government is important?

b) Do you agree with the factors we have identified to inform our thinking?   Would you change or add any?

c) What are your views on the new areas suggested in this section?

d) Do you have alternative suggestions and, if so, what is the evidence to support these as an alternative?

e) In the context of these proposals, are there other ways we should simplify and streamline joint working arrangements at regional level and among public bodies within the new authority areas? If so, what are they?

5. A clear and democratically-led process

Transition process

5.1   A well-planned transition from one structure of local government to another is essential. Our intention is there would be a Transition Committee for each new authority and its task will be to pave the way for the Shadow Authority by gathering information, establishing baselines and starting to bring systems and staff together.

5.2   The Transition Committee would consist of at least five executive members from each of the local authorities coming together to create the new authority and have to include each constituent authority's Leader and the Cabinet Member for Finance. The Transition Committee's primary role would be to facilitate a smooth transition with a gradual handover to the Shadow Authority upon the latter's election.

5.3   However, subject to consideration of their operation, the Transition Committee could also have a role in the operation of the Restraints on Financial Transactions Regime which we propose to establish as part of the Local Government (Wales) Bill. This would be the same as that provided for by the Local Government (Wales) Act 2015.

5.4   The transactions regime would help to promote the most effective use of public money during the transition period. Certain financial transactions or appointments of chief officers by a merging authority may require an opinion from the relevant Transition Committee or the consent of a designated person such as the Welsh Ministers themselves or, once elected, the relevant Shadow Authority. The Welsh Government would intend to work with local government and launch a consultation later this year on statutory guidance on the exercise of functions of Transition Committees.

5.5   It is our intention to include our final proposals for mergers as part of a Local Government (Wales) Bill to be introduced into the National Assembly in the autumn of this year.

5.6   The Welsh Government would introduce regulations to establish statutory Transition Committees as early as possible. The timing of introduction of these regulations would depend on which option for creating fewer, larger authorities was being followed.

5.7   In the case of option 1 (voluntary mergers), there is a decision to make as to whether to permit voluntary mergers to come forward at any time or to set a date by which they need to come forward during the local government

electoral cycle. The advantage of not setting a deadline is that it provides maximum flexibility for local government. The disadvantage is the potential impact on election dates in the affected local authorities and the possibility of needing a Grand Council of all members of the existing authorities rather than being able to hold elections to a Shadow Authority ahead of vesting day. The advantage of setting a deadline is that it would enable clear planning and permit a transition process which provides for an elected Shadow Authority. It would also allow for a degree of synchronisation of any merger proposals which did come forward. The Welsh Government's preference would be for an elected Shadow Authority to be in place and to make decision on budgets, appointment of staff and so on ahead of vesting day, rather than a Grand Council. On this basis, if this option were pursued, we would propose to set a date by which any proposals for voluntary mergers had to be submitted in any local government electoral cycle.

5.8   Similarly, in the case of option 2 (phased mergers in 2022 and 2026), we would set a date by which early adopter authorities need to come forward with a proposal to merge ahead of local government elections in 2021. The date would be set to ensure the transition process would enable elected Shadow Authorities to be established ahead of the new authority or authorities being vested in 2022. For the remaining authorities, which would be merged in 2026, we would make regulations to establish Transition Committees following the 2021 elections and in sufficient time to provide for elections to Shadow Authorities in 2025 ahead of vesting day for the new authorities on 1 April 2026.

5.9   If option 3 (comprehensive mergers in 2022) were pursued, we intend that the first elections to the new councils would take place in June 2021 to create Shadow Authorities. The new authorities would assume the full range of local government functions and responsibilities on vesting day of 1 April 2022. We would make regulations to establish Transition Committees soon after the introduction of the Local Government (Wales) Bill to the National Assembly for Wales.

5.10   We would be open to considering other dates in 2021 for the first elections to the new councils, subject to the elections being early enough to allow elected Shadow Authorities to have sufficient time to carry out their tasks. We would not be able to hold the shadow council elections in May 2021 to avoid a clash with the next scheduled elections to the National Assembly for Wales. Our preferred date is June 2021, but other dates would be considered if a case can be made for an alternative.

5.11   Elections to current principal authorities not merging in 2022 would be held in June 2021 also. To avoid an ongoing clash with elections to the National

Assembly the subsequent ordinary elections for new and continuing authorities would be in May 2025. From 2025 members for all principal authorities in Wales will be elected on a five year term.

5.12   Our intention is that elections to community councils continue to mirror those for principal authorities and also take place in 2021 and 2025, subject to the outcome of the independent review of the Community and Town Council Sector.

5.13   The councils elected at the first elections to the new authorities would serve as 'Shadow Authorities' until vesting day. These Shadow Authorities would be the new councils 'in waiting' and their job would be to focus on laying the foundations for the new authorities. They would also provide a direct democratic mandate for making key decisions in the year preceding vesting day, in particular the budget and the appointment of senior officers.

5.14   For the period from the first elections to vesting day, the Shadow Authorities would work alongside the existing local authorities; the existing local authorities would retain responsibility for the day-to-day running of local government services until vesting day. Existing authorities subject to merger would be abolished on 31 March 2022 or 31 March 2026 (depending on the option pursued) and the Shadow Authorities would take over on the following day.

5.15   We are not proposing to combine Powys with another principal local authority, although we are open to alternative suggestions as noted in the previous chapter. It would not therefore be part of the procedures set out in this section. However, Powys would be an important part of the new generation of local authorities in Wales we would be creating and would benefit from all of the wider provisions in the Bill and be able to access support for service transformation.

Consultation Question 3

This section sets out the proposed approach to transition and implications for establishing Transition Committees and elections to Shadow Authorities under each option.

a) Do you agree with the proposed process of transition: namely establishing Transition Committees and ensuring elections to Shadow Authorities can be held ahead of vesting day for the new authorities?

b) Do you agree that, if option 1 were pursued, we should set a date by which voluntary merger proposals should come forward in each electoral cycle?

c) Do you have any other thoughts on the proposed process?

Consultation Question 4

The consultation suggests holding any local government elections in June 2021.

Are there any reasons why June 2021 would not be a suitable date? If so, please suggest an alternative date with the reasons why that would be more suitable.

Consultation Question 5

The Welsh Government recognises that there are some plans or assessments, for example the preparation of assessments of wellbeing by Public Service Boards, which are linked to electoral cycles. We will make provision to make sure these tie into any new electoral cycles going forward. Are there any other plans or matters which might be tied into the electoral cycle which we need to consider?

Electoral Reviews

5.16   If we were to proceed on the basis of one of the options in this consultation, the Local Democracy and Boundary Commission for Wales (LDBCW) would need to be directed to undertake electoral reviews of the proposed new local authority areas set out in specified future footprint for local government discussed in the previous chapter[12]. The electoral reviews will be the process whereby the LDBCW would consider and make recommendations for the electoral wards, the number of councillors for each ward and the size of council for each of the new authorities.

5.17   The Welsh Ministers would want to direct the LDBCW to begin an electoral review for the confirmed new authority areas as early as possible. This could be as soon as Ministers have formally published their final proposals for the future footprint for local government.

5.18   Based on that, it is anticipated that the LDBCW would submit its recommendations by August 2020 to allow Ministers to make the necessary electoral arrangements orders for each new authority in good time for political parties to select candidates and all the necessary preparations made to hold the first elections. There might be some variation in the timings depending on the options being pursued for example option 1 and 2 would provide scope to extend the period available to the LDBCW and allow for prioritisation of which reviews to complete first.

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[12] The Local Democracy and Boundary Commission is required to conduct electoral reviews of principal councils to ensure effective and convenient local government (see s21(3) Local Democracy Act (Wales) 2013)

Consultation Question 6

What are your views on the approach which should be taken to determining the parameters of electoral reviews?

Budgets

5.19   If we were to proceed with one of the options set out in this Green paper, the Local Government (Wales) Bill would include technical changes to finance that are required to support the mergers process. These include the legal joining together of revenue and capital budgets and the amalgamation of local tax-bases and assets.

5.20   The current variation in spending power and tax-raising ability across Wales is partly a product of the 1996 reorganisation, which created a number of smaller authorities with high relative need and lower tax-raising ability. These imbalances have an impact on equity and fairness in service provision.

5.21   There are opportunities to create a finance landscape with less variation between areas by bringing together the financial levers, especially in areas where service delivery is more consistent. Tables 6 and 7 of Annex B show substantial reduction in the variation in key financial indicators across Wales as a result of bringing local authorities together. Table 6 in particular indicates the scale of combined spending power available to fewer, larger authorities.

5.22   In relation to the setting of budgets, and the consequential impact on the council tax requirement, we would expect Transition Committees and Shadow Authorities to carefully assess the characteristics of the proposed larger authority to inform medium term budget plans. In seeking to consolidate the range of financial levers available to authorities, any direct financial impact on households must be fully assessed and balanced with the funding need for services.

5.23   Local authorities are experienced in doing this as well as engaging with communities about their budget plans. The types of evidence that would inform this process include local economic indicators, service demand projections, price inflation, employee and pension costs and other cost pressures, assumptions about income generation, information from the Welsh Government (and wider UK) budgets and the information provided through local government settlements. The amount of council tax to be raised by the new authorities would be a direct consequence of early planning.

5.24   Tax-payers living within the same local authority can expect to contribute equivalent amounts (relative to their circumstances) towards the provision of

services in that area. This is a core principle of both local taxes – council tax and non-domestic rates. We recognise that this could be a more challenging consideration in some areas than in others, although it is unlikely to be of the same magnitude experienced during the 1996 reorganisation. In the local government reorganisation between 1994 and 1996, council tax harmonisation was an issue which had to be addressed because of large variations between the county and district councils being amalgamated and disaggregated.

5.25   Table 8 of Annex B shows current levels of band D council tax across the 22 local authorities. This illustrates that over time, there has been convergence and in the majority of places the differences today are small and this should not be an insurmountable issue. Transition Committees and Shadow Authorities could use the transition period to consider preparatory movements towards an appropriate new arrangement ahead of merger. At the very least, we would expect existing authorities, Transition Committees and Shadow Authorities to safeguard against further divergence in the period running up to merger.

5.26   Harmonisation applies to other finance arrangements too, such as local policies about charging for services, reserves strategies and revenue provision for future borrowing and investment.

5.27   We would discuss the full range of finance matters with local government and other stakeholders, but the detailed work of undertaking comprehensive, evidence-based medium term financial planning, including making preparatory movements towards consolidation of local authority finances prior to merger, would be a core role of the Transition Committees and Shadow Authorities.

5.28   Our ambition is that any process of change should be a local government-led. Our intention, if we proceed, would be to enable political leaders and officers in local government to work alongside us in the designing the future. A Local Government Leadership Reference Group has already been established with local authority Leaders representing each of the main political groupings in WGLA joining us in an open and constructive dialogue about the future.

6. Strengthening local government and support through the process of change

6.1   Local government reform is about more than structural change – it is about culture change. It is about strengthening local democracy and equipping the new local authorities with the powers and flexibilities they need to make a real difference for their communities.

6.2   This chapter explores these broader aspects of our reform proposals and sets out the offer which will be available to those local authorities which choose to come forward for merger, where that option is available to them.

Valuing councillors

6.3   The future of local democracy is dependent on local councillors having a meaningful role, which is understood and valued by the public and which can attract a wide range of people who have the skills and enthusiasm to inspire trust and confidence. We have made some progress in improving diversity but there is more to be done. We have an opportunity to recognise the huge commitment and professionalism of local elected representatives.

6.4   Councillors work hard to improve life in their communities but many are frustrated and would like to do more. They want the opportunity to work with their communities to shape and influence services and decision making. Committed councillors are at the heart of local democracy and local communities. Local authorities should look to maximise the contribution elected members can make and harness their contribution more effectively.

6.5   Elected members are under increasing pressures not only in terms of managing the challenges austerity presents but also in providing effective scrutiny of council cabinets. Their representational role is under pressure from increased workloads, the demands of social media and the press and the impact on their personal lives.

6.6   The pressures on elected members, combined with the level of remuneration, makes the role unattractive to many people who would make excellent councillors. They cannot afford either in financial or personal terms to make the commitment needed. We want councillors to fully reflect our communities and be representative of the diversity of experience, interests and priorities in those communities. The Welsh Government believes we should recognise the commitment involved in being a councillor and ensure they are properly remunerated, respected and recognised for the work they do in their communities.

6.7   Equally, it will mean providing councillors with the support and resources necessary to undertake their role. They should have access to information and be kept abreast of decisions being taken on behalf of their council – and have support to fulfil their scrutiny role effectively. It will also mean ensuring the basics are in place, including the access to ICT facilities, which is sadly lacking in some places at present.

6.8   The creation of new authorities offers an opportunity to review the support for elected members to ensure that they can effectively undertake their roles as representatives of the electorate and responsible members of the local authority.

6.9   Councillors' knowledge of their communities' strengths and needs, challenges and aspirations should feed into the work of their council. Elected members, whether or not they are part of the executive, should be at the heart of the authority.

6.10   We know that trust in politicians in all of our democratic institutions is at an all-time low. Our proposals will provide an opportunity to have a conversation with the people of Wales about restoring that trust by making our new councils as open and transparent as possible and by engaging and involving their citizens in their work. The Welsh Government will work with local government to champion the role of elected members and help communities understand, and value, the important part councils play in their lives.

Consultation question 7

a) How can councils make more effective use of their elected members' knowledge of, and connections in, their communities?

b) How could we better recognise the level of responsibility involved in being a local councillor? What changes to the remuneration and support councillors receive would enable a wider range of people to become involved in local democratic representation?

More power and greater flexibility

6.11   We need to ensure that the contribution of elected members is more widely recognised and valued. Alongside this, we want to empower them and the councils they form part of. We must make sure that councils have the powers and flexibilities they require. Local government has consistently asked for a genuine debate about additional powers for councils, and where Government should step back and give them much greater freedom to act.

6.12   We can look to the example of the European Charter of Local Self-Government to provide the principles to guide us.

6.13   There has been progress in some areas but it is clear that there is more to do. The challenge of austerity, and the call to action represented by *Prosperity for All*, means we need to think radically. We cannot afford to have two tiers of Government trying to do the same job. We need to be much clearer about the boundaries between the roles of the Welsh Government and local government and respect these.

6.14   We are committed to ensuring that local government is equipped with the powers it needs to make life better in our communities. The consolidation of capacity which comes with mergers is part of this but we intend to go further for those authorities which embrace this agenda. We intend to legislate for the general power of competence for principal councils which merge and community councils which meet eligibility criteria. This will enable them to adopt more innovative approaches in meeting the needs of their communities.

6.15   We are also prepared to address more specific limitations or constraints. The Cabinet Secretary for Local Government and Public Services therefore wrote to local government Leaders asking them to set out the additional powers and freedoms they needed.

6.16   In response local government suggested a number of areas where further powers or flexibilities would be helpful. For example in relation to land use planning, housing, skills, transport and environment. In addition, local authorities also highlighted a number of issues in relation to funding, finance and taxation.

6.17   We are committed to an ongoing conversation about these proposals from local government to ensure that structural change and increased powers move forward hand in hand. Welsh Government would intend to make a further statement on specific additional powers.

Consultation Question 8

a)   Are there other powers which local government should have? If so, what are they?

b)   Are there other freedoms or flexibilities which local government should have? If so, what are they?

Transforming Services

6.18   Creating new authorities with additional powers and greater flexibilities would provide an opportunity to reconfigure and redesign services. The consolidation of local authorities would help to provide the capacity to develop innovative and flexible services capable of meeting the needs of the 21st Century.

6.19   There is scope to harness digital to enable change and to use the process of creating new authorities to roll out more shared platforms for common activities.

6.20   Larger local authorities would have a greater critical mass of expertise, skills and capacity. This is particularly relevant for smaller services and specialist roles where resources are often very thinly spread. The creation of merged authorities with bigger budgets, larger asset portfolios and tax-bases and greater leverage and purchasing power should make them more resilient to fluctuations in economic and social conditions and increase their capacity to engage in more strategic financial and investment opportunities.

6.21   As austerity continues, the case for shared transactional and expert services grows ever stronger. We propose to bring forward proposals to make progress in this area and will invite those authorities which show a willingness to work together through mergers to be a part of the process of designing regional and 'once for Wales' solutions. Those who do not come forward, where the option is available to them, would need to recognise they will be expected to adopt arrangements shaped by others.

Consultation Question 9

a)   Which areas offer the greatest scope for shared transactional services?

b)   How might such arrangements be best developed?

Getting the best from people

6.22   The dedicated workforce that delivers local public services is our most valuable public service asset, with skills and experience that we must harness more effectively. The workforce data in table 9 of Annex B shows the local authority workforce capacity is significant across Wales.   If we think about a single public service for Wales, we can open up opportunities for our workforce.

6.23   Across Wales, local authorities are valued employers and are often significant in local labour markets. When jobs are lost in a local authority, they are often

difficult to replace. Employment in local government means fair work where individuals have a voice, are valued and serve their communities. For many, working for the council still has a resonance beyond the detail of the job or the name of the employer.

6.24   If we proceed with one of the options in this consultation, we recognise that change will be unsettling for those working in local government and will have implications for most if not all of them. Although local authorities share a common base of pay and terms and conditions, there are still differences between authorities. Bringing together different employment practices will also reveal cultural differences in the workplace.

6.25   Resources and capabilities are naturally different across each of the current local authorities. For example, table 10 of Annex B highlights the variance in numbers of staff in social service departments within the principal local authorities. There will be challenges in identifying these differences, and developing plans which make the best use of the skills and capabilities of the staff available to the new authorities.

6.26   It will be important to understand the existing capacity and capabilities of each local authority and to make the most of the available skills and capacity. Our commitment to social partnership will guide the approach we take.

6.27   All local government officers have a leadership role and bringing local authorities together to form new authorities will provide the opportunity to unleash this capacity at every level. There will be opportunities for people to develop new skills, to seek out the best ways of doing things and to apply them in their new authorities. Senior leaders will have a responsibility to support their staff and to face up to the challenge of change with optimism and creative leadership. Our objective is for change to protect jobs, particularly in most deprived communities, and minimise the impact of ongoing salami slicing.

The offer to support change

6.28   We have set out proposals for strengthening and building the resilience of local authorities in Wales by creating fewer, new authorities in place of the current ones and increasing the powers and flexibilities available to those new authorities. Change of the nature we are proposing is a once in a generation opportunity and it is important that we get it right.

6.29   In the *Invitation to Principal Local Authorities in Wales to submit proposals for voluntary merger* (2014) we broadly outlined some of the challenges which local authorities faced in considering mergers. These challenges were

considered further in the Regulatory Impact Assessment (RIA)[13] accompanying the Draft Local Government (Wales) Bill in November 2015. Some of the main challenges and opportunities identified in both the *Invitation to Merge* and the RIA included:

- Staffing issues including, pay, structures, employment policies and pensions
- Understanding organisational and workforce capacity and capability
- Leadership, recruitment and retention
- Assets and estates management
- Internal systems and processes including ICT services
- Financial and budget structures
- Service reconfiguration and transformation.

6.30   These challenges are not insurmountable. They are potentially complex, and overcoming them will require commitment and leadership at all levels of Government. They are not reasons for avoiding delivering the changes needed to help transform and sustain our public services for the future.

6.31   The RIA suggested that mergers of principal local authorities could cost between £97m and £246m depending on the number of mergers. It was clear in previous responses to consultations and wider feedback from local authorities that they were concerned to know how these costs would be met.

6.32   If, following this consultation, we proceed with one of the options for creating fewer, larger authorities, we will provide early practical support to local authorities. This might include workforce development, service integration and digital developments and would focus on assisting local authorities and elected members with the challenges they may face in bringing services together, and to identify opportunities to transform services.

6.33   In shaping a shared programme of support, we would need to identify when different issues need to be addressed and where issues can safely be left until later. There would be a natural phasing of support through the transition process and as decisions are made ahead of new authorities being vested. This phased approach would help make the scale of the work manageable and enable us to make the most of the funding available. We would want to work with local authorities to explore innovative options for delivering support and in resourcing some of the areas, for example using capital receipts from asset disposals to support transformation costs.

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[13] http://gov.wales/betaconsultations/localgovernment/draft-local-government-(wales)-bill-consultation/?lang=en

6.34   It is inevitable in creating new organisations that there will be demands on the time and resources of the existing authorities in order for them to manage the process. The reduced level of disruption and the relative speed with which new authorities could be created was why the Williams Commission recommended the approach of bringing together whole authorities in the first place.   We believe that the proposals in this consultation, which sees whole local authorities coming together with other whole local authorities, is the simplest and least disruptive form of true structural change and we would want to work with local authorities to minimise any disruption and support a smooth transition.

Investing in people

6.35   Investing in organisational development and change, and in leadership at all levels, will be vital to create the necessary cultures to underpin the innovative, creative and sustainable local authorities we all want for the future.

6.36   This must essentially be a task for the new authorities, and we recognise that there are many in local government with the skills and vision to achieve this. We also know that it will be a challenge and that in response to the financial challenges of recent years some authorities may have reduced their capacity to respond, particularly in corporate areas such as human resources (HR).

6.37   If we proceed with one of the options in this consultation, we will look to agree how we can best support local government to fill such gaps in capacity to help the new authorities get off to the best start. Academi Wales is the national centre for leadership excellence to support the delivery of efficient and effective public services in Wales. It provides access to opportunities for all public service leaders and managers, building capability, capacity and collaboration to deliver the best public services for Wales – it will form a key part of our offer to local government.

Protecting people

6.38   We believe that we should minimise duplication of effort and make the best use of the capability and expertise we have. There is a spectrum of approaches from 'once for Wales' to bespoke solutions on each issue – neither is appropriate as a blanket approach, but it is difficult to justify significant differences in treatment of people doing similar work in different parts of Wales.

6.39   As a matter of principle, there should be advice and guidance to protect the interests of staff, to provide assurance and make sure there is consistency and fair treatment.

6.40   The Public Services Staff Commission, working in social partnership and through the Workforce Partnership Council, has developed a proposed *National Model Framework Organisational Change Policy* on managing change in the public sector. More detailed work on developing more consistent approaches to HR policies has also been undertaken. These should provide a sound foundation.

6.41   The Welsh Government and public service employers are committed to working together in social partnership with recognised trades unions to deliver the best possible public services for the people, the public service staff and the economy of Wales[14]. There are a range of approaches which could be taken to put in place such support. In the past, statutory Staff Commissions have provided advice to Government and to authorities on local government reorganisations. That is one option. Another is to use our existing social partnership arrangements including the Workforce Partnership Council and the Local Government Joint Council. We have agreed that a social partnership approach is right for Wales and we believe that this, rather than a new staff commission should be the basis of any mechanism to secure expert, consistent advice and support on the workforce aspects of reform, including implementation. The approach we adopt will be one where recognised trade unions have a key role to play.

Transforming services and systems, and making the most of assets

6.42   Creating the new authorities provides an opportunity to reconfigure, redesign and transform service delivery across the range of local authority service areas. Coupled with new powers and greater freedoms, there is a real opportunity for this to have real impact for citizens.

6.43   In bringing services together across local authorities and exploring new powers and freedoms, the focus must be on an early intervention and people-centred approach. *Prosperity for All: the national strategy* requires us to do things differently and involve people in shaping the services they use every day. The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how public services should work to deliver for people.

6.44   The Welsh Government and the Future Generations Commissioner have been working together to produce a tool to support service design and reconfiguration. The Future Generations Framework for service design[15] will help to embed the five ways of working throughout the design and delivery of

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[14] Workforce Partnership Council: Partnership and Managing Change (2012)
[15] http://gov.wales/topics/improvingservices/future-generations-framework-for-service-design/?lang=en&askdfjkajdf

services, and can be used by those who design and oversee provision to help ensure services are resilient and are seeking to improve the well-being of people now and in the future.

6.45   The framework is intended to support the development of a more equal partnership between services and the users of those services, recognising that the role of public services should be to support people to live independent lives, intervening only when necessary and only for as long as required. This may be helpful in framing thinking and starting to identify how to reshape existing services so they are more effective.

6.46   There is also a huge role for digital to enable transformation in services, to make new local authorities more resilient organisations and to enable more effective integration with other public services.

6.47   All local authorities face common challenges from digital – or can use digital to address shared challenges. These shared challenges include: building expertise, response to cyber threats and generating intelligence from data which can help improve services; harnessing digital to support high quality services in Welsh and in English; and, a common system to authenticate citizens. These challenges – and more familiar opportunities in terms of building a common taxation system or a common system for pensions – offer the scope for a single platform or service (or combination of both) to be developed for Wales. We set out our commitment to progress on this earlier in this consultation.

6.48   As *Prosperity for All: the national strategy* makes clear, there is a need for the public service as a whole to work together in a much more integrated way. There are already some shared systems in place, for example the Community Care Information System (CCIS) which allows health and social services to share information and provide a better, more integrated service to people. There is potential to do more of this, for example in mental health services. Structural change can provide the catalyst to implement these systems.

6.49   The Williams Report focused in particular on the potential for sharing of 'back office' services such as payroll. One of the challenges to this general shared service agenda has always been that there are established arrangements in place and, in the absence of an external catalyst, there is limited incentive to change.

6.50   There is now a chance to revisit these opportunities – but to do so in a considered and realistic way. We recognise that there is a good deal of evidence that creating shared services to deliver routine administrative tasks can release efficiency savings; free staff up to undertake higher quality

frontline tasks and bring a degree of quality and consistency to services otherwise not possible in smaller business units.

6.51   This is not about creating anonymous shared services, remote from people but about determining whether this is the right time to develop new, common systems rather than adopting existing legacy systems. Work is already in hand with local government to create a new digital team and leadership capacity. Aligning this with a local government led shared services arrangements which could take on tasks for the new authorities offers a real opportunity to create modern, effective and efficient common back office functions.

6.52   As well as exploring the scope to develop new platforms to support core administrative functions, we need to establish where getting common systems in place is essential and where there is more time to move more slowly to an integrated system.

6.53   There is already a need for local authorities to make the most effective use of their own assets, and to work with public service partners to make good use of other public assets. This is not simply to realise efficiencies but also to support wider policy priorities. In the case of estates assets, the *Cwm Taf Pilot Study: A Regional Approach to Collaboration*[16] provides a good example of existing work in this area.

6.54   Our proposals for strengthening local authorities should over time, allow the release of estate assets. However, without a full understanding of the nature of the estate, it is difficult to identify the full extent of the opportunities. Many local authorities are working with other public bodies to develop improved estate mapping to understand the extent of the public sector estate. The Welsh Government set aside funding in the 2017-18 budget to support this agenda. This could be further developed to offer consultancy support to authorities to develop estate utilisation plans for establishing sustainable capability and capacity in this area for the longer term.

Working together

6.55   We have outlined areas where there are existing structures, advice and support which could support local authorities in taking forward the proposals set out in this consultation.

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[16] http://gov.wales/topics/improvingservices/assets-cymru/regional-approach-to-collaboration/?lang=en

6.56　We are committed to working with local authorities and the WLGA and recognise they are the experts on how local government operates, the challenges these proposals would pose and how they might be overcome.

6.57　The Welsh Government believes that expert advice may be needed to help build the stronger and empowered local authorities set out in this consultation so issues can be taken forward consistently, fairly and transparently. This may include advice and support on workforce matters, capacity and capability assessments, service transformation and reconfiguration and financial accounting and budgeting.

Consultation Question 10

a)　In ensuring we deliver a consistent approach across Wales, where consistency is important, how do you think the advice and support on each of these matters could be best provided?

b)　Are there any other challenges or opportunities from structural change or providing additional powers and flexibilities that have not been identified above? If these areas require support, what form should this support take?

c)　Which of the issues identified above or in your response should be prioritised for early resolution?

Welsh Language

6.58　We have given careful consideration to the impact of our proposals on the Welsh language. The Welsh Government established a Working Group on the Welsh Language and local government to consider the role of the Welsh language in local government administration and as the language of the workplace, and local government's role in supporting the Welsh language though its economic development functions. The *Language, Work and Bilingual Services*[17] report was published in June 2016 and the Welsh Government accepted the majority of the recommendations[18].

6.59　We believe that the creation of new authorities, if we proceed, will present an opportunity to strengthen the use of the Welsh language in the delivery of services and as the language of internal administration in local authorities. The creation of larger authorities will provide the opportunity to pool capability and capacity and build on strengths in the new authorities.

6.60　Table 11 in Annex B shows the proportion of Welsh speakers in each current local authority and for the proposed new authorities. It will be important to

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[17] http://gov.wales/docs/dsjlg/publications/160614-language-work-bilingual-services-en.pdf
[18] http://gov.wales/docs/dsjlg/publications/161021-welsh-government-response-en.pdf

ensure that, where there are skills and competencies in delivering Welsh language services, these are protected and further developed for the benefit of all citizens within the new local authority areas. Where existing local authority business is conducted in Welsh, both within local authorities themselves and with their communities and stakeholders, this has informed our proposals.

Consultation Question 11

We would like to know your views on the effects that the proposals within this consultation would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.

a) What effects do you think there would be?

b) How could positive effects be increased, or negative effects be mitigated?

Consultation Question 12

Please also explain how you believe the proposals within this consultation could be formulated or changed (if required) so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

Equalities and Children

6.61   As we have stated throughout this document, it is our intention to create strong, sustainable and ambitious local authorities, which bring expertise and skills together to deliver the public services that our communities want, need, and deserve. This will need to have a particular focus on those with protected characteristics to ensure they can both represent, or be represented, effectively in their communities and to ensure that they get the services which they need to participate in society.

Consultation Question 13

The Children's Rights Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on children and young people. The Welsh Government seeks views on that assessment.

a) Are there any positive or adverse effects not identified in the assessment?

b) Could the proposals be reformulated so as to increase the positive effects or reduce any possible adverse effects?

Consultation Question 14

The Equalities Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on protected groups under the Equality Act 2010. The Welsh Government seeks views on that assessment.

a) Are there any other positive or adverse effects not identified in the assessment?

b) Could the proposals be reformulated so as to increase the positive or reduce any possible adverse effects?

Consultation Question 15

Please provide any other comments you wish to make on the content of this consultation.

7. Community and Town Councils

7.1   Community councils are an integral part of local government. They are often closest to people and local communities, and therefore uniquely placed to see, and provide, services which can have a significant impact on people's lives. Where community councils exist in an area, local authorities and other public services, will look to them to be a voice of communities. Like elected members within local authorities, community councillors must represent, and be representative of, their communities. They should actively engage to help identify the ambitions and needs of local communities and to understand the strengths and assets that their communities have.

7.2   There is enormous variation in current arrangements, not only in terms of coverage but in responsibilities, budgets, and ambition. An independent, cross-party review is underway to identify how community councils can be strengthened so they are best able to support their communities and care for their areas, shaping everyday lives.

7.3   The review is exploring the potential role community councils can play, drawing on best practice; advising on the most appropriate model(s) or structure(s) to deliver this role; and considering how these models and structures should be applied across Wales. It is important that the review takes time to gather a range of views, and receive evidence, to inform their recommendations. The review panel will be providing their emerging findings in July 2018, and submitting their final report by October 2018.

8. Conclusion

8.1   In this consultation we outline the arguments that Wales needs larger, stronger, more capable local authorities with the powers, skills and capacity to protect, preserve and deliver the high quality public services that our citizens need. We are also clear that local authorities must be more than just service delivery factories – that their broader role of representing a place and providing leadership for our communities is vital and has been undervalued for too long.

8.2   We recognise that we have been in an ongoing dialogue with our stakeholders over a number of years to address these issues. In fact it is the outcomes of these conversations, starting from the Williams Report, which underpin the proposals we are putting forward here.

8.3   We want and need more resilient and sustainable local authorities, empowered to support communities through efficient and effective use of public money. The changes in the demography in Wales combined with ongoing fiscal uncertainty are placing significant pressures on our local authorities and the services that they provide. These pressures are not new, but they have become more acute and will continue for the foreseeable future. There is an urgent need for radical change which can help bring about the transformation of our services and deliver the strong and capable local government we need to drive prosperity for all.

8.4   We recognise that structural change alone would not deliver the sustainable public services which are required for a modern and prosperous Wales. Our proposals for structural change would be delivered in combination with offering further powers and freedoms to local government, proposals to reinvigorate local democracy, increase transparency, provide more effective scrutiny and a new approach to performance management. This would form part of a broader approach which includes strengthened regional working in key areas. Ongoing regional working is crucial in its own right and a smaller number of authorities would help overcome some of the challenges currently faced in working together across a number of local authorities.

8.5   Our proposals would provide the catalyst to create a new kind of local government in Wales, delivering alongside stronger town and community councils, providing a sustainable model for local public services and democracy.

8.6   The rationale for change is simple and pressing. However, the Welsh Government cannot make change happen alone. Delivering structural change

effectively will require the leadership of local government, its elected members and its workforce to deliver strong and sustainable local authorities.

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Annex A

Previous publications / consultations which have informed and underpin the options presented in this consultation.

The Report of the Commission on Public Service Governance and Delivery (January 2014)

In April 2013, the First Minister established the Commission as an opportunity for those who are involved in delivering services, those who are politically accountable for them, and users of them to examine how public services were governed: that is, held accountable for their performance and delivered most effectively to the public. The Commission reported on its findings on 20 January 2014.

The report examined all aspects of public service provision in Wales under five themes; complexity; scale and capability; governance, scrutiny and delivery; leadership and culture; and performance and performance management. The report presented a number of wide-ranging recommendations including on the future structure of local government in Wales.

Devolution, Democracy and Delivery. White Paper – Reforming Local Government (July 2014)

The White Paper set out the Welsh Government's intent about the future of local government and invited a wide engagement on the challenges faced by public services. The White Paper also responded to the local government aspects of the report on the Commission on Public Service Governance and Delivery.

Invitation to Principal Local Authorities in Wales to submit proposals for voluntary merger (September 2014)

The invitation for voluntary mergers delivered on a commitment within *Reforming Local Government* to issue a prospectus for voluntary mergers. The paper invited local authorities to submit expressions of interest for voluntary, early merger ahead of any potential statutory programme. The invitation also set out the Welsh Government's proposals to support voluntary mergers.

National Assembly scrutiny of the Local Government (Wales) Bill (the "Paving Bill") into the National Assembly for Wales (from January 2015)

As part of the proposed package of reforms, the first Local Government (Wales) Bill (now the 2015 Act) made provision for voluntary mergers and put in place preparatory legislation for further mergers and reform. The legislation includes provisions relating to transition committees, electoral arrangements, remuneration arrangements, and restrictions of transactions and recruitment.

Devolution, Democracy and Delivery. White Paper – Reforming Local Government: Power to Local People (February 2015)

This White Paper set out the Welsh Government's more detailed proposals for the reform of local government in Wales. The White Paper set out proposals for reform in the following fields: local democracy; the roles and remuneration of elected members and senior officers; community governance and community councils; corporate improvement; service improvement; scrutiny; audit, inspection and regulation; and finance.

Over 700 responses were received to the White Paper and over 3,000 responses to the short online opinion poll. A summary of the consultation responses was published on 17 July 2015.

The Welsh Government's preference for the future configuration of local government in Wales (June 2015)

On 17 June 2015, the Welsh Government's revised proposals for the future configuration of local government in Wales was announced based on eight or nine new authorities.

The announcement set out the Welsh Government's preference for the future structure in South, Mid and West Wales while facilitating further discussion around North Wales.

Devolution, Democracy and Delivery. Draft Local Government (Wales) Bill and Explanatory Memorandum (November 2015)

A Draft Bill based on the proposals in the *Reforming Local Government: Power to Local People* White Paper and the Welsh Government's revised proposals for structural reform was published for consultation on 24 November 2015. It welcomed views on all proposals for local authority mergers. The overarching objective of the Draft Local Government (Wales) Bill was to:

- establish new counties and their councils by the merger of two or more existing county or county borough councils;
- establish a new and reformed legislative framework for local government democracy, community governance, accountability, performance and finance; and
- establish a statutory Public Services Staff Commission.

An accompanying consultation paper explained where proposals in Power to Local People had been modified (or were not proceeding) and contained additional proposals including matters not included in the Draft Bill which were intended to be included in the Bill for introduction.

White Paper – Reforming Local Government: Resilient and Renewed (January 2017)

This White Paper published on 31 January 2017 set out a new relationship between national and local government. It set out a new approach to reform based on greater regional working, allowing local authorities to undertake service planning, commissioning and delivery at an appropriate scale. Through mandated and systematic approaches to regional working, the White Paper described a strengthened role for councils and councillors, provided a framework for future voluntary mergers and set out a role of community councils. The White Paper also outlined initial proposals for 'electoral' reform within local government.

Annex B - Tables

Table 1 – Alignment of indicative new local authority areas with regionalised public service delivery

Principal Local Authority	Health Boards	Police	Fire and Rescue	Education Consortia	City and Growth Deals	Indicative LA Areas
Isle of Anglesey	Betsi Cadwalader University Health Board	North Wales Police	North Wales Fire and Rescue Service	North Wales - GwE Gogledd	North Wales Growth Deal Region	1
Gwynedd						
Conwy						2
Denbighshire						
Flintshire						3
Wrexham						
Powys	Powys	Dyfed Powys Police	Mid and West Wales Fire and Rescue Service	ERW - South West and Mid Wales	Growing Mid Wales	4
Ceredigion	Hywel Dda				Swansea Bay City Region	5
Pembrokeshire						
Carmarthenshire						
Swansea	Abertawe Bro Morgannwg*	South Wales Police				6
Neath Port Talbot						
Bridgend			South Wales Fire and Rescue	Central South Consortium - Joint Education Service	Cardiff Capital Region City Deal	
Rhondda Cynon Taf	Cwm Taf					7
Merthyr Tydfil						
Vale of Glamorgan	Cardiff & Vale					8
Cardiff						
Newport	Aneurin Bevan	Gwent Police		Education Achievement Service for South East Wales		9
Caerphilly						
Torfaen						
Blaenau Gwent						10
Monmouthshire						

*Consultation on boundary changes for Bridgend closed on 7th March 2018

Table 2 – Population analysis of indicative new authority areas

Principal Local Authority	Population*	Indicative LA Areas	Population*	Projected population 2024**	Projected population 2039**
Isle of Anglesey	69,723	1	193,350	196,300	186,500
Gwynedd	123,627				
Conwy	116,538	2	211,343	214,600	215,500
Denbighshire	94,805				
Flintshire	154,419	3	291,129	299,100	305,900
Wrexham	136,710				
Powys	132,160	4	132,160	130,600	122,400
Ceredigion	74,146	5	383,710	390,400	393,200
Pembrokeshire	123,954				
Carmarthenshire	185,610				
Swansea	244,513	6	386,101	393,200	405,600
Neath Port Talbot	141,588				
Bridgend	143,177	7	441,293	446,100	452,900
Rhondda Cynon Taf	238,306				
Merthyr Tydfil	59,810				
Vale of Glamorgan	128,463	8	489,931	517,300	572,800
Cardiff	361,468				
Newport	149,148	9	329,610	334,500	340,400
Caerphilly	180,462				
Torfaen	92,052	10	254,523	255,200	250,000
Blaenau Gwent	69,628				
Monmouthshire	92,843				

* Mid year population estimates Stats Wales, June 2017
** Projected total population by local authority (Wales), 2014-2039. Source: Welsh Government

Table 3 – Population density

Principal Local Authority	Land Area sq. km	Population density (2016)*	Indicative LA Areas	Land Area sq. km	Estimated population density**
Isle of Anglesey	711	98.02	1	3,246	59.57
Gwynedd	2,535	48.77			
Conwy	1,126	103.51	2	1,963	107.66
Denbighshire	837	113.30			
Flintshire	437	352.97	3	941	309.38
Wrexham	504	271.37			
Powys	5,181	25.51	4	5,181	25.51
Ceredigion	1,786	41.52	5	5,775	66.44
Pembrokeshire	1,619	76.58			
Carmarthenshire	2,370	78.31			
Swansea	380	643.95	6	821	470.28
Neath Port Talbot	441	320.84			
Bridgend	251	571.04	7	786	561.44
Rhondda Cynon Taf	424	561.84			
Merthyr Tydfil	111	536.67			
Vale of Glamorgan	331	388.01	8	472	1037.99
Cardiff	141	2565.46			
Newport	191	782.83	9	468	704.29
Caerphilly	277	650.58			
Torfaen	126	732.32	10	1,084	234.80
Blaenau Gwent	109	640.39			
Monmouthshire	849	109.34			

* Source: Stats Wales

**Combined population data from Table 2 divided by combined land area

Table 4 – Population statistics by local authority and age

Principal Local Authority	Indicative LA Areas	Aged 0-15	Aged 16 to 64	Aged 65 and over	aged 0-15 as % of overall pop	aged 16-64 as % of overall pop	aged 65 and over as % of overall pop
Isle of Anglesey	1	32,895	115,216	45,239	17%	60%	23%
Gwynedd							
Conwy	2	36,051	121,474	53,818	17%	57%	25%
Denbighshire							
Flintshire	3	54,673	178,590	57,866	19%	61%	20%
Wrexham							
Powys	4	21,264	76,165	34,731	16%	58%	26%
Ceredigion	5	65,093	227,387	91,230	17%	59%	24%
Pembrokeshire							
Carmarthenshire							
Swansea	6	66,711	243,378	76,012	17%	63%	20%
Neath Port Talbot							
Bridgend	7	81,473	275,542	84,278	18%	62%	19%
Rhondda Cynon Taf							
Merthyr Tydfil							
Vale of Glamorgan	8	90,282	322,873	76,776	18%	66%	16%
Cardiff							
Newport	9	64,282	205,357	59,971	20%	62%	18%
Caerphilly							
Torfaen	10	44,355	155,452	54,716	17%	61%	21%
Blaenau Gwent							
Monmouthshire							

Source: Mid -2016 population estimates Stats Wales

Table 5 – Number of households by local authority

Principal Local Authority	Number of households	Indicative LA Areas	Number of households	Average household size	No of Single person households as proportion of total households
Isle of Anglesey	30,930	1	84,767	2.22	35.40%
Gwynedd	53,837				
Conwy	52,296	2	93,586	2.21	33.10%
Denbighshire	41,290				
Flintshire	65,489	3	124,096	2.33	29.10%
Wrexham	58,607				
Powys	59,153	4	60,616	2.20	32.40%
Ceredigion	31,389	5	166,537	2.25	31.70%
Pembrokeshire	54,754				
Carmarthenshire	80,394				
Swansea	107,469	6	168,941	2.25	33.00%
Neath Port Talbot	61,473				
Bridgend	60,894	7	188,891	2.31	29.90%
Rhondda Cynon Taf	103,277				
Merthyr Tydfil	24,720				
Vale of Glamorgan	55,334	8	206,577	2.31	33.40%
Cardiff	151,243				
Newport	63,265	9	139,351	2.35	29.70%
Caerphilly	76,086				
Torfaen	39,431	10	109,724	2.29	30.10%
Blaenau Gwent	30,865				
Monmouthshire	39,428				

Stats Wales (2016 household data)

Table 6 – Relative size of revenue and capital budgets of indicative new local authority areas

Principal Local Authority	Revenue budgets 2017-18 (£,000)	Capital budgets 2017-18 (£,000)	Indicative LA Areas	Revenue budgets 2017-18 (£,000)	Capital budgets 2017-18 (£,000)
Isle of Anglesey	£154,393	£44,344	1	£438,091	£70,400
Gwynedd	£283,698	£26,056			
Conwy	£264,385	£32,248	2	£501,910	£74,998
Denbighshire	£237,525	£42,750			
Flintshire	£314,881	£47,179	3	£600,107	£120,666
Wrexham	£285,227	£73,487			
Powys	£303,257	£86,358	4	£303,257	£86,358
Ceredigion	£169,580	£13,372	5	£853,054	£190,064
Pembrokeshire	£259,050	£85,762			
Carmarthenshire	£424,425	£90,930			
Swansea	£549,194	£106,984	6	£895,880	£166,257
Neath Port Talbot	£346,686	£59,273			
Bridgend	£328,028	£63,854	7	£1,071,654	£182,930
Rhondda Cynon Taf	£595,430	£107,245			
Merthyr Tydfil	£148,197	£11,831			
Vale of Glamorgan	£289,922	£64,546	8	£1,098,752	£207,595
Cardiff	£808,830	£143,049			
Newport	£358,275	£36,724	9	£773,008	£103,380
Caerphilly	£414,733	£66,656			
Torfaen	£219,104	£17,262	10	£573,350	£68,910
Blaenau Gwent	£175,461	£16,965			
Monmouthshire	£178,785	£34,683			

Table 7 - Relative council tax raising ability of indicative new local authority areas

Principal Local Authority	Council tax-base 2017-18	Amount to be raised in 2017-18 (£,000)	Indicative LA Areas	Council tax-base 2017-18	Amount to be raised in 2017-18 (£,000)
Isle of Anglesey	31,137	£34,735	1	81,873	£99,066
Gwynedd	50,736	£64,331			
Conwy	50,662	£57,496	2	90,535	£106,117
Denbighshire	39,873	£48,621			
Flintshire	64,185	£72,833	3	118,162	£131,093
Wrexham	53,977	£58,260			
Powys	62,483	£73,049	4	62,483	£73,049
Ceredigion	32,379	£38,236	5	162,697	£176,771
Pembrokeshire	56,884	£51,113			
Carmarthenshire	73,434	£87,422			
Swansea	91,759	£109,060	6	140,344	£178,320
Neath Port Talbot	48,585	£69,259			
Bridgend	53,836	£72,509	7	149,559	£202,449
Rhondda Cynon Taf	76,901	£103,888			
Merthyr Tydfil	18,822	£26,053			
Vale of Glamorgan	59,120	£68,679	8	204,281	£226,256
Cardiff	145,161	£157,576			
Newport	58,646	£58,387	9	120,182	£119,483
Caerphilly	61,536	£61,096			
Torfaen	33,467	£40,659	10	100,769	£127,726
Blaenau Gwent	21,304	£30,707			
Monmouthshire	45,998	£56,360			

Table 8 - **Average council tax charge for a band D property in 2017-18**

(County Council element only, excluding precepts for police and community councils)

Principal Local Authority	Band D council tax charge
Isle of Anglesey	£1,088
Gwynedd	£1,241
Conwy	£1,113
Denbighshire	£1,191
Flintshire	£1,104
Wrexham	£1,052
Powys	£1,133
Ceredigion	£1,169
Pembrokeshire	£883
Carmarthenshire	£1,146
Swansea	£1,208
Neath Port Talbot	£1,443
Bridgend	£1,335
Rhondda Cynon Taf	£1,361
Merthyr Tydfil	£1,441
Vale of Glamorgan	£1,142
Cardiff	£1,100
Blaenau Gwent	£1,507
Caerphilly	£1,012
Torfaen	£1,183
Newport	£1,009
Monmouthshire	£1,183

Table 9 – Average number of full time equivalent staff by local authority

Principal Local Authority	Full Time Equivalent (FTE) Staff - March 2017	Indicative LA Areas	Potential FTE Staff
Isle of Anglesey*	2,339	1	7,279
Gwynedd	4,940		
Conwy	3,785	2	7,346
Denbighshire	3,561		
Flintshire	5,092	3	9,314
Wrexham	4,222		
Powys	4,406	4	4,406
Ceredigion	2,431	5	12,856
Pembrokeshire	4,178		
Carmarthenshire	6,247		
Swansea	8,765	6	13,598
Neath Port Talbot	4,833		
Bridgend	4,379	7	14,052
Rhondda Cynon Taf	7,837		
Merthyr Tydfil	1,836		
Vale of Glamorgan	3,513	8	14,102
Cardiff	10,589		
Newport	4,695	9	10,866
Caerphilly	6,171		
Torfaen	3,205	10	8,142
Blaenau Gwent	2,264		
Monmouthshire	2,673		

SOURCE : Local Government Association, * is estimated

Table 10 – Staff of local authority social services departments by local authority (2014-15 onwards)

Principal Local Authority	Total staff	as a % of all FTE*	Indicative LA Areas
Isle of Anglesey	556	24%	1
Gwynedd	1235	25%	1
Conwy	843	22%	2
Denbighshire	549	15%	2
Flintshire	1153	23%	3
Wrexham	759	18%	3
Powys	829	19%	4
Ceredigion	622	26%	5
Pembrokeshire	582	14%	5
Carmarthenshire	1461	23%	5
Swansea	1725	20%	6
Neath Port Talbot	1100	23%	6
Bridgend	1160	26%	7
Rhondda Cynon Taf	1892	24%	7
Merthyr Tydfil	329	18%	7
Vale of Glamorgan	708	20%	8
Cardiff	1110	10%	8
Newport	873	19%	9
Caerphilly	1425	23%	9
Torfaen	415	13%	10
Blaenau Gwent	757	33%	10
Monmouthshire	595	22%	10

Source: Stats Wales

Table 11 - Proportion of Welsh speakers in the principal local authorities and for the indicative new authority areas

Principal Local Authority	Proportion of Welsh Speakers	Indicative LA Areas	Estimate of Proportion of Welsh Speakers**
Isle of Anglesey	57.2%	1	62%
Gwynedd	65.4%		
Conwy	27.4%	2	26%
Denbighshire	24.6%		
Flintshire	13.2%	3	13%
Wrexham	12.9%		
Powys	18.6%	4	18.6%
Ceredigion	47.3%	5	37%
Pembrokeshire	19.2%		
Carmarthenshire	43.9%		
Swansea	11.4%	6	13%
Neath Port Talbot	15.3%		
Bridgend	9,7%	7	11%
Rhondda Cynon Taf	12.3%		
Merthyr Tydfil	8.9%		
Vale of Glamorgan	10.8%	8	11%
Cardiff	11.1%		
Newport	9.3%	9	10%
Caerphilly	11.2%		
Torfaen	9.8%	10	9%
Blaenau Gwent	7.8%		
Monmouthshire	9.9%		

* Proportion of Welsh Speakers by Local Authority, 2011 Census

** Estimated as proportion of new population based on current LA data

Table 12 - Average Councillor to Elector Ratio

Principal Local Authority	Number of electors	No of Councillors	Councillor to Elector Ratio (1:#)
Isle of Anglesey	52,576	30	1,753
Gwynedd	86,506	75	1,153
Conwy	92,354	59	1,565
Denbighshire	76,292	47	1,623
Flintshire	120,669	70	1,724
Wrexham	102,311	52	1,968
Powys	106,765	73	1,463
Ceredigion	55,166	42	1,313
Pembrokeshire	94,431	60	1,574
Carmarthenshire	144,246	74	1,949
Swansea	180,241	72	2,503
Neath Port Talbot	106,227	64	1,660
Bridgend	107,717	54	1,995
Rhondda Cynon Taf	176,360	75	2,351
Merthyr Tydfil	43,914	33	1,331
Vale of Glamorgan	98,323	47	2,092
Cardiff	252,069	75	3,361
Blaenau Gwent	51,941	42	1,237
Caerphilly	133,842	73	1,833
Torfaen	70,777	44	1,609
Newport	108,249	50	2,165
Monmouthshire	71,936	43	1,673

Source: LDBCW

Note: Within these headline figures there are large differences. For example, Gwynedd has a ward where one councillor represents 531 electors, while in Cardiff there is a ward where one councillor represents 7,591 electors.

Annex C

Consultation Questions

Your Name	
Organisation (if applicable)	
E-mail / Telephone	
Your Address	

Chapter 3
<u>Consultation Question 1</u> In Chapter 2, we restated our commitment to regional working in key areas but recognised the need for this to be supported by further change. In chapter 3, we set out the broad options for moving toward fewer, larger local authorities and summarise features of the process which would be common to each option.
a) What practical steps could the Welsh Government take to make current regional working easier and more effective, for example in relation to education consortia, social services and the City Regions and City and Growth Deals?
b) What are your views on the common elements to the process of mergers we outline in this section?
c) What are your views on the options for creating fewer, larger authorities which we have set out?
d) Are there other options for creating fewer, larger authorities we should consider?
e) Do you have evidence on costs, benefits and savings of each option which can inform decision-making? If so, please provide details.

Chapter 4
<u>Consultation Question 2</u> Chapter 4 has explained the need for clarity on the future footprint for local government and the range of factors which should be taken into account to determine a new configuration. It sets out a suggested future footprint for local government, which could be reached via each of the options set out in the previous chapter.
a) Do you agree that providing clarity on the future footprint of local government is important?
b) Do you agree with the factors we have identified to inform our thinking?   Would you change or add any?
c) What are your views on the new areas suggested in this section?
d) Do you have alternative suggestions and, if so, what is the evidence to support these as an alternative?
e) In the context of these proposals, are there other ways we should simplify and streamline joint working arrangements at regional level and among public bodies within the new authority areas? If so, what are they?

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Chapter 5

<u>Consultation Question 3</u>
Chapter 5 sets out the proposed approach to transition and implications for establishing Transition Committees and elections to Shadow Authorities under each option.

a) Do you agree with the proposed process of transition: namely establishing Transition Committees and ensuring elections to Shadow Authorities can be held ahead of vesting day for the new authorities?

b) Do you agree that, if option 1 were pursued, we should set a date by which voluntary merger proposals should come forward in each electoral cycle?

c) Do you have any other thoughts on the proposed process?

<u>Consultation Question 4</u>
The consultation suggests holding any local government elections in June 2021.

Are there any reasons why June 2021 would not be a suitable date? If so, please suggest an alternative date with the reasons why that would be more suitable.

<u>Consultation Question 5</u>
The Welsh Government recognises that there are some plans or assessments, for example the preparation of assessments of wellbeing by Public Service Boards, which are linked to electoral cycles. We will make provision to make sure these tie into any new electoral cycles going forward. Are there any other plans or matters which might be tied into the electoral cycle which we need to consider?

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Consultation Question 6
What are your views on the approach which should be taken to determining the parameters of electoral reviews?

Chapter 6
Consultation Question 7
a) How can councils make more effective use of their elected members knowledge of, and connections in, their communities?
b) How could we better recognise the level of responsibility involved in being a local councillor? What changes to the remuneration and support councillors receive would enable a wider range of people to become involved in local democratic representation?
Consultation Question 8
a) Are there other powers which local government should have? If so, what are they?
b) Are there other freedoms or flexibilities which local government should have? If so, what are they?
Consultation Question 9
a) Which areas offer the greatest scope for shared transactional services?
b)   How might such arrangements be best developed?

Consultation Question 10
a) In ensuring we deliver a consistent approach across Wales, where consistency is important, how do you think the advice and support on each of these matters could be best provided?
b) Are there any other challenges or opportunities from structural change or providing additional powers and flexibilities that have not been identified above? If these areas require support, what form should this support take?
c) Which of the issues identified above or in your response should be prioritised for early resolution?
Consultation Question 11. We would like to know your views on the effects that the proposals within this consultation would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.
a) What effects do you think there would be?
b) How could positive effects be increased, or negative effects be mitigated?
Consultation Question 12 Please also explain how you believe the proposed policy within this consultation could be formulated or changed (if required) so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

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Consultation Question 13
The Children's Rights Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on children and young people. The Welsh Government seeks views on that assessment.
a)   Are there any positive or adverse effects not identified in the assessment?
b)   Could the proposals be reformulated so as to increase the positive effects or reduce any possible adverse effects?

Consultation Question 14
The Equalities Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on protected groups under the Equality Act 2010. The Welsh Government seeks views on that assessment.
a)   Are there any other positive or adverse effects not identified in the assessment?
b)   Could the proposals be reformulated so as to increase the positive or reduce any possible adverse effects?

Consultation Question 15
Please provide any other comments you wish to make on the content of this consultation.

Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

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Report of the Chief Executive

Council – 21 June 2018

Senior Management Structure

Purpose:	To agree a new Senior Management Structure for the Council
Policy Framework:	Senior Staffing Structure
Consultation:	Corporate Management Team, Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that:

1. The posts of Director of Resources, Director of People, Chief Social Services Officer, Chief Education Officer and Head of Financial Services & Service Centre are removed from the establishment
2. The post of Deputy Chief Executive is established and advertised
3. The post of Director of Social Services is established and advertised
4. The post of Director of Education is established and advertised
5. The post of Head of Financial Services & Service Centre is replaced by the post of Chief Finance Officer and is advertised
6. The spans of control for the Chief Operating Officer (currently vacant) be amended and appointed from existing Heads of Service
7. The post of Head of Legal, Democratic Services and Business Intelligence is replaced by the post of Chief Legal Officer and the incumbent is slotted into that post.
8. The post of Deputy Chief Finance Officer is established and advertised.
9. The post of Deputy Chief Legal Officer is established and the incumbent is slotted into that post.
10. The Place Directorate is amended as outlined in Para. 6.

Report Author:	Phil Roberts
Finance Officer:	Paul Cridland
Legal Officer	Lucy Moore
Access to Services Officer:	Sherill Hopkins

1. Introduction

1.1 On 7th April 2016 Council agreed the current senior management structure. This structure is attached as **Appendix 1**. At that time the Chief Executive indicated that further changes would be necessary and that reports would need to be brought to Council in due course.

1.2 The main drivers for change for the current review are as follows

> ➢ The need to make savings in year as identified in the budget
> ➢ The need to ensure resilience in the senior management structure, including retention of key senior staff members.
> ➢ The need to manage the impact and pressures of regional working
> ➢ The need to ensure clear lines of accountability

2. Main considerations

2.1 The current management structure comprises three directors who report directly to the Chief Executive. There is no current deputy in place and directors undertake the task on a rotational basis. This needs simplification to ensure clear accountability.

2.2 The Revenue budget 2018/19 approved by Council identified savings to be made in the senior management structure. The proposals in this report achieve savings in the range of £274,804 to £289,007.

2.3 The current Director of Resources was appointed on an interim basis following the retirement of the former Director, Mike Hawes. The main functions of the directorate are to provide all back office support services and to ensure that there is a corporate grip across the Council.

2.4 The Council also has an ambitious transformation programme, Sustainable Swansea, which drives the digital, commissioning and commercial projects to modernise the organisation and improve efficiency. This is managed by the Resources Directorate.

2.5 The regional collaboration agenda occupies a significant proportion of the time of the current Chief Executive. This is likely to remain the case for the foreseeable future, irrespective of the specific direction the Welsh Government takes in respect of local government reform. The Chief Executive takes the lead role for ERW and Western Bay as well as being an executive member of the City Deal Joint Committee.

2.6 The Council needs to strengthen its management capacity to ensure that the regional collaboration agenda can be taken forward proactively by Swansea whilst the organisation manages its ambitious programmes based around the corporate priorities. Lines of accountability need to be strengthened as the Council moves forward.

2.7 The imminent departure of the Director of People provides an opportunity to review the senior management structure. The introduction of this post has helped to foster more collaborative working practices between education and social care. Any proposal to delete this post from the establishment would need to be accompanied by appropriate arrangements to ensure continued collaborative working between directorates. This would be a key function of the Deputy Chief Executive.

2.8 The functions and responsibilities of the Head of Legal, Democratic Services and Business Intelligence and Head of Financial Services & Service Centre have been reviewed. The posts should appropriately be set at Chief Officer level to reflect these responsibilities and functions.

3. Proposals

3.1 It is proposed that the post of Director of Resources post is deleted from the establishment and that a new post of Deputy Chief Executive/Director of Resources is created. The post would need to be advertised internally and externally a) in line with the Council's Constitution which states the requirement to publicly advertise a post for the appointment of a Chief Officer where the remuneration proposed is £100,000 or more per annum and b) to ensure that Council has the opportunity to appoint the best candidate.

3.2 It is proposed that the posts of Director of People, Chief Social Services Officer and Chief Education Officer are deleted from the establishment.

3.3 It is proposed that the posts of Director of Social Services and Director of Education are added to the establishment. Given the seniority of these positions the posts will also need to be advertised externally in line with the Council's Constitution which states the requirement to publicly advertise a post for the appointment of a Chief Officer where the remuneration proposed is £100,000 or more per annum.

3.4 It is proposed to amend the spans of control for the Chief Operating Officer (currently vacant) and appoint from existing Heads of Service across the wider directorate to provide additional resilience and assist in the delivery of a range of cross cutting reviews and internal and external projects and collaborations. The duties and the responsibilities of the resultant Head of Service post will be covered by the Chief Operating Officer, i.e. this post would not be filled by an another employee.

3.5 It is proposed that post of Head of Legal, Democratic Services and Business Intelligence is deleted and that a new post of Chief Legal Officer is established and that the current incumbent is appointed into that post. It should be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit. This member of staff has clearly demonstrated her ability in the post. In addition, she has already undertaken the duties of the Chief Legal Officer post. It should be noted that if she were not to be appointed to this post, she would be in a potential redundancy situation. In this case, the Council would have to endeavour to find suitable alternative employment and the post of Deputy Chief Legal Officer would be deemed as such a post.

3.6   It is proposed that post of Head of Financial Services & Service Centre is deleted and that a new post of Chief Finance Officer is established. The post would need to be advertised internally and externally a) in line with the Council's Constitution which states the requirement to publicly advertise a post for the appointment of a Chief Officer where the remuneration proposed is £100,000 or more per annum and b) to ensure that Council has the opportunity to appoint the best candidate.

3.7   It is proposed that the post of Deputy Chief Finance Officer is established and advertised. It should be noted that this was approved as part of the 2018-19 budget setting by Council in March 2018.

3.8   It is proposed that the post of Deputy Chief Legal Officer is established and the incumbent is slotted into the post. It should be noted that this employee is currently acting as the Deputy Head of Legal on NJC terms and conditions. It should be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit. This member of staff has clearly demonstrated her ability in the post. In addition, she has already undertaken the duties required of the Deputy Chief Legal Officer post. It should be noted that if she were not to be appointed to this post, she would be in a potential redundancy situation. In this case, the Council would have to endeavour to find suitable alternative employment and the post of Deputy Chief Legal Officer would be deemed as such a post.

3.9   Role Profiles for the affected posts are attached at Appendices 4 to 10. These new posts have been evaluated and appointed on the appropriate grade in line with the approved Pay Policy of the Council.

3.10   These proposals have been put forward to the Independent Remuneration Panel for Wales at their meeting on 13th June 2018. Their decision will be verbally fed back to Council.

4.   Next Steps.

4.1   Subject to approval by the Independent Remuneration Panel for Wales and Council it will be necessary to undertake a 30 day consultation with affected staff. Should the consultation result in proposals for substantive alterations to these proposals a further report will be brought to Council. If not the process of implementing the new structure will commence thereafter.

5.   HR & Legal Implications.

5.1   These proposals reduce the current Corporate Management Team from 10 to 9.

5.2   It should be noted that the Council's constitution clearly states that the requirement to publicly advertise a post for the appointment of a Chief Officer only applies where the remuneration proposed is £100,000 or more per annum. Therefore in terms of the posts of Deputy Chief Executive, Director of Social Services, Director of Education and Chief Finance Officer it is proposed that the posts are advertised and recruited to via external competition in line with the Council's Constitution.   The current Chief Education Officer, Chief Social Services Officer and Head of Financial Services & Service Centre will be able to apply for these posts. However, it should be noted that in the event that they are not appointed to the posts, they will be in a potential redundancy situation in which case the Authority's Redeployment and Redundancy Policies will apply.

5.3   Furthermore, it should also be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit.

5.4   Point 5.3 would apply to the current Head of Legal, Democratic Services and Business Intelligence and it is proposed that she be confirmed in the post of Chief Legal Officer on a permanent basis. This is on the basis that her performance in the Head of Service post has been satisfactory. The roles and responsibilities are sufficiently similar. This post is the designated Monitoring Officer.

5.5   Point 5.3 would also apply to the incumbent of the current Deputy Head of Legal who is on NJC terms and conditions. It is proposed that she be confirmed in the post of Deputy Chief Legal Officer on a permanent basis. This is on the basis that her performance in the Deputy Head of Legal post has been satisfactory. The roles and responsibilities are sufficiently similar. This post is the designated the Deputy Monitoring Officer.

5.6   The post of Deputy Chief Finance Officer will be advertised and recruited to via external competition.

5.7   The post of Chief Operating Officer be advertised to current Heads of Service within the Place Directorate. The duties and the responsibilities of the resultant Head of Service post will be covered by the Chief Operating Officer, i.e. this post would not be filled by an another employee.

5.8   Should other posts within the new senior structure be filled by existing employees; these employees will be confirmed in post and issued with new roles and responsibilities.

5.9   Following the Council meeting, the proposals will be confirmed in writing to the Senior Management Team and formal consultation will then commence. Although not legally required, good practice would suggest a consultation period of 30 days in which written responses can be sent to the Chief Executive.

5.10   At the end of the consultation period, the Chief Executive will formally inform the Senior Management Team the outcome of the consultation.

5.11 As a result of these proposals, the Council's Constitution will need to be updated to reflect the new management structure and delegations. These will be reported back to Council in due course.

6.   Place Directorate

6.1   In addition it is proposed to make changes to the Place Directorate structure to provide resilience and make a significant contribution to the senior staff savings target. These are:-

> The deletion of the Head of Housing and Public Protection
> The deletion of the Head of Corporate Building and Property services
> The creation of a Head of Housing and Public Health
> The creation of the Head of Property Services
> The creation of the Head of Building Services

6.2   It is proposed that these three new posts are filled via internal recruitments from existing third tier officers within the Services Areas and the substantive posts deleted. Appointments would be made in the normal fashion via the Appointments Committee.

6.3   The above would generate savings of in the region of £160,795 (partially HRA related) with the exact figure dependant on the posts to be deleted and the outcome of the job evaluation process of the amended roles. See **Appendix 3a** for a copy of the financial information.

6.4   The post of Chief Operating Officer be advertised to current Heads of Service within the Place Directorate. The duties and the responsibilities of the resultant Head of Service post will be covered by the Chief Operating Officer, i.e. this post would not be filled by an another employee. This will result in additional savings in range of £88,767 to £102,970.

7.   Equality and Engagement Implications

7.1   The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

> Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
> Advance equality of opportunity between people who share a protected characteristic and those who do not.
> Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid to regard to the above.

An EIA screening has been completed with the agreed outcome that a full EIA report is not required due to the internal nature of the roles. However, all roles will be assessed for Welsh language skills in line with the relevant standards.

8. Financial Implications

8.1 There will be salary savings in the range of £274,804 to £289,007 which includes salary on costs. See **Appendices 3 and 3a** for a copy of the financial implications.

8.2 These savings will be utilised to help contribute to reducing the Council's overall budget pressures and future funding gap.

8.3 It should be noted that all costs are at the current pay scales. There is a pending national JNC Chief Officer Pay Award for 2018-19 for which the employers have made a final offer of 2%. All existing and revised costs shown would change by the final pay award once agreed. Therefore, total savings would thus increase slightly post that pay award.

8.4 It should be noted that as a consequence of having to advertise externally there will be a cost arising as a result of that process which will have to be met from the savings identified above in the first year.

Background Papers: None

Appendices:
Appendix 1   - Current Corporate Management Structure
Appendix 2   – Proposed Corporate Management Structure
Appendix 3 & 3a – Financial Information
Appendix 4   – Role Profile – Deputy Chief Executive/Director of Resources
Appendix 5   – Role Profile – Director of Education
Appendix 6   – Role Profile – Director of Social Services
Appendix 7   – Role Profile – Chief Finance Officer (S151 Officer)
Appendix 8   – Role Profile – Chief Legal Officer (Monitoring Officer)
Appendix 9   - Role Profile – Deputy Chief Finance Officer
Appendix 10   - Role Profile – Deputy Chief Legal Officer

CORPORATE MANAGEMENT TEAM - CURRENT STRUCTURE : MAY 2018

CHIEF EXECUTIVE
£142,814

DIRECTOR - PEOPLE
£98,848 to £112,211

DIRECTOR - PLACE
£98,848 to £112,211

DIRECTOR - RESOURCES
£98,848 to £112,211

**CHIEF SOCIAL
SERVICES OFFICER**
(Statutory Director of Social Services)
£93,645 to £102,010

CHIEF EDUCATION OFFICER
£93,645 to £102,010

CHIEF OPERATING OFFICER
£83,240 to £93,645

**CHIEF TRANSFORMATION
OFFICER**
£83,340 to £93,645

**HEAD OF FINANCIAL SERVICES
& SERVICE CENTRE**
(Section 151 Officer)
£67,633 to £83,240

**HEAD OF LEGAL,
DEMOCRATIC SERVICES &
BUSINESS INTELLIGENCE**
(Monitoring Officer)
£67,633 to £83,240

Cyngor **Abertawe**
Swansea Council

1st May 2018

CORPORATE MANAGEMENT TEAM - PROPOSED STRUCTURE : JUNE 2018

CHIEF EXECUTIVE
£142,814

DIRECTOR – SOCIAL SERVICES
(Statutory Director of Social Services)
£98,848 to £112,211

DIRECTOR – EDUCATION
£98,848 to £112,211

**DEPUTY CHIEF EXECUTIVE/
DIRECTOR - RESOURCES**
£115,000 to £125,000

DIRECTOR - PLACE
£98,848 to £112,211

**CHIEF TRANSFORMATION
OFFICER**
£83,240 to £93,645

CHIEF FINANCE OFFICER
(Section 151 Officer)
£93,645 to £102,010

CHIEF LEGAL OFFICER
(Monitoring Officer)
£83,240 to £93,645

CHIEF OPERATING OFFICER
£83,240 to £93,645

**DEPUTY CHIEF FINANCE
OFFICER ***
(Deputy Section 151 Officer)
£57,288 to £72,835

**DEPUTY
CHIEF LEGAL OFFICER ***
(Deputy Monitoring Officer)
£52,025 to £62,430

* The Deputy Chief Finance Officer and Deputy Chief Legal Officer are not part of the Corporate Management Team. However, they will be required to deputise for their respective Chief Officers in their absence.

June 2018

Cyngor **Abertawe**
Swansea Council

CORPORATE MANAGEMENT TEAM : FINANCIAL INFORMATION		
CURRENT STRUCTURE		**SALARY (MID POINT)**
Chief Executive	£	142,814
Director - People	£	104,560
Director - Place	£	104,560
Director - Resources	£	104,560
Chief Social Services Officer	£	98,848
Chief Education Officer	£	98,848
Chief Transformation Officer	£	88,443
Chief Operating Officer (budget not currently specifically identified)		
Head of Legal, Democratic Services & Business Intelligence	£	75,436
Head of Financial Services & Services Centre	£	75,436
Deputy Finance Officer/Capital Support (temporary arrangements in place)	£	125,000
Deputy Head of Legal (NJC post)	£	62,918
TOTAL	**£**	**1,081,423**
SALARY ON COSTS	**£**	**394,719**
TOTAL SALARY COSTS	**£**	**1,476,142**
PROPOSED STRUCTURE		**SALARY (MID POINT)**
Chief Executive	£	142,814
Deputy Chief Executive/Director of Resources	£	120,000
Director - Social Services	£	104,560
Director - Education	£	104,560
Director - Place	£	104,560
Chief Operating Officer	£	88,443
Chief Finance Officer	£	98,848
Chief Legal Officer	£	88,443
Chief Transformation Officer	£	88,443
Deputy Chief Finance Officer	£	65,031
Deputy Chief Legal Officer	£	57,228
TOTAL	**£**	**1,062,930**
SALARY ON COSTS	**£**	**387,969**
TOTAL SALARY COSTS	**£**	**1,450,899**
TOTAL SAVINGS (INCLUDING ON COSTS)	**£**	**25,243**
TOTAL SAVINGS FROM PLACE REVIEW	**£**	**160,794.54**
TOTAL OVERALL SALARY SAVINGS	**£**	**186,037.49**

N.B. The Chief Operating Officer post will cover one of the proposed Heads of Service posts and therefore there will be additional savings within the Place Directorate in the range of £88,767 to £102,070.

This will mean that the total overall savings will be in the range of £274,804 to £289,007.

PLACE DIRECTORATE		
CURRENT STRUCTURE	SALARY (MID POINT)	
Head of Corporate Building & Property Services	£	75,436
Head of Housing & Public Protection	£	75,436
Head of Waste, Cleansing & Parks	£	75,436
Head of Highways & Transportation	£	75,436
Head of Cultural Services	£	75,436
Head of Planning & City Regeneration	£	75,436
Grade 12 Senior Manager - top of grade	£	50,631
Grade 12 Senior Manager - top of grade	£	50,631
Grade 12 Senior Manager - top of grade plus supplement	£	60,757
TOTAL	**£**	**614,635**
SALARY ON COSTS	**£**	**224,342**
TOTAL SALARY COSTS	**£**	**838,977**
PROPOSED STRUCTURE	SALARY (MID POINT)	
Head of Property Services *	£	65,031
Head of Building Services *	£	65,031
Head of Housing & Public Health *	£	65,031
Head of Waste, Cleansing & Parks	£	75,436
Head of Highways & Transportation	£	75,436
Head of Cultural Services	£	75,436
Head of Planning & City Regeneration	£	75,436
TOTAL	**£**	**496,837**
SALARY ON COSTS	**£**	**181,346**
TOTAL SALARY COSTS	**£**	**678,183**
TOTAL SALARY SAVINGS (INCLUDING ON COSTS)	**£**	**160,795**
* The grades of these posts are subject to Job Evaluation		

N.B. The Chief Operating Officer post will cover one of the proposed Heads of Service posts and therefore there will be additional savings within the Place Directorate in the range of £88,767 to £102,070.

Cyngor **Abertawe**
Swansea Council

Role Profile

Post Title:	Deputy Chief Executive/Director of Resources
Directorate:	Resources
Family:	Corporate Management and Leadership
Reporting to:	Chief Executive
Salary	£115,000 - £125,000
Post No:	
Date:	June 2018

Purpose

The post holder will provide leadership and guidance to the senior management team regarding the allocation of resources, risk management, change management and leadership behaviours. The post holder will support the Chief Executive in setting the overall strategic direction of the organisation. They will work collaboratively with the leadership team and with Members. They will ensure that cultural change is delivered by instilling in their leadership team purpose and responsibility.

Key Responsibilities

Responsible for:	➢ Deputise for the Chief Executive when needed. ➢ Resources and Financial Strategy ➢ Corporate grip ➢ ICT, HR, legal and democratic services ➢ Transformation ➢ Regionalisation oversight ➢ Partnerships and the Public Service Board ➢ Corporate Planning and Performance Management ➢ Industrial relations
Themes:	Efficiency, Effectiveness, Performance, Delivery, Governance; Regionalisation; Financial strategy and performance
Strategic Programmes & Projects:	➢ Transformation Agenda ➢ Sustainable Swansea – Fit for the Future ➢ Capital Development, Investment & Risk Management ➢ Regeneration Agenda for the City
Strategic Lead:	Financial Strategy, Workforce Planning, Information Management, Performance Management, Delivery, Customer Care, Organisational Development, Improvement Plan, Scrutiny; Governance

Role Accountability	End Result
Leadership	
To provide strategic leadership on Corporate Plans, Strategies and priorities and to lead internal portfolios, programmes and external partnerships and initiatives	➢ Strategic leadership for the Council's portfolios, programmes and projects ➢ The Council's view is effectively represented on national and regional fora and partnerships ➢ Leadership on corporate change and transformation
Corporate Management	
To provide Directorate lead on corporate decision making fora to ensure sustainable delivery of the services within the assigned Directorate	➢ Participation in Executive Management decision making ➢ Completed strategic corporate and business plans ➢ Clear aims and objectives disseminated across all services ➢ Local, regional and national plans considered in future corporate planning
Policy	
Develop and oversee the implementation of Corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.	➢ Statutory and legislative requirements effectively translated into Corporate and Service policies and strategies ➢ Regional and national policy across the public sector influenced ➢ Council policies developed and implemented
Professional advice and guidance	
Support and provide advice to the Chief Executive, Members and other internal and external stakeholders in area of expertise and context of business requirements	➢ Chief Executive and Members supported ➢ Directors, Chief Officers/Heads of Service/Senior Managers supported ➢ Stakeholders supported
Resources & Financial Management	
Lead, set, monitor and control the budgets and resources for the Directorate Overall responsibility for Directorate budget and resourcing to meet Corporate objectives	➢ Corporate financial probity is maintained. ➢ Effective financial, asset and resource management of the Directorate ➢ Resource planning is effective for the Directorate ➢ Budget targets planned and met, variances identified and remedial action taken ➢ All resources effectively employed/ deployed ➢ Contracts outcomes achieved to plan

Role Accountability	End Result
Compliance	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	➢ Statutory and regulatory compliance on behalf of the Council is met ➢ Professional and regulatory standards monitored and met ➢ Council risk is identified and mitigated
Customer and Citizen Focus	
Provide an environment that supports the development of new ways of working and support innovation that focuses on the customer/citizen; ensure customer/citizen satisfaction	➢ New models of delivery considered/ supported to achieve value for money and efficiencies ➢ Customer/Citizen needs prioritised and met
Performance Management	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	➢ Performance targets met ➢ Outcomes identified and met ➢ Key risks mitigated and issues resolved ➢ Corrective actions implemented ➢ Statutory requirements and external standards satisfied ➢ Improvements identified and planned
People Management	
Lead, manage, develop and motivate the services and teams within the Directorate, and support cross functional/cross agency teams. Support regular Directorate workforce planning activities to ensure the sustainability of the Directorate workforce.	➢ Positive climate ➢ Capable and knowledgeable staff ➢ Directorate Workforce and Training Plans in place ➢ Appraisal mechanisms maximised to ensure optimal performance ➢ Council and HR policies/procedures met

Nature Of Contacts

➢ Represent the Council/Directorate/Service
➢ Substantial knowledge and experience of navigating the political environment at regional and national level.
➢ External organisations including government bodies, local and regional partnerships.
➢ Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
➢ Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
➢ External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
➢ Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making

Working Environment

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

Procedural Context
The role's impact will be on Directorate issues, and may include compliance with legal and statutory frameworks, and will extend to influence on matters of corporate or national importance. Role will also include: ➢ Influencing the development of external policy frameworks, national and regional initiatives and programmes; taking the lead role in interpreting them in the Council context. ➢ Supporting the Council and the Chief Executive in delivering corporate strategies/plans and policies ➢ Leading the development of plans, policies and systems - integrating these plans into business planning for short, medium and longer term situations. ➢ Lead/support the implementation of Corporate Change Programmes and Projects. ➢ Deputise for the Chief Executive.

Key Facts & Figures
Manage a number of Services – additional services/functions may be integrated into the Directorate from time to time. Responsible for Directorate budget and strategic planning and control – overall responsibility for budget monitoring and deployment of resources for the Directorate.

Indicative Qualifications
Substantial relevant experience of the public sector/local and national government political environment and/or ➢ Post graduate level professional qualification ➢ Relevant Degree ➢ Chartered membership of appropriate professional body will be required in some areas of expertise

Work Knowledge
➢ Proven track record in public sector organisations, with significant political acumen at the regional and national level. ➢ In depth technical, professional and legislative knowledge across specific areas of expertise – ability to present on specific areas at highest levels to influence policy and decision making ➢ In depth management experience, including extensive project / programme management/sponsoring experience. ➢ Thorough understanding of the Council, and the wider local, Regional, National and international context to develop and implement strategies, policies and standards.

Equipment & Associated Skills
➢ Standard Office equipment. ➢ ICT literate in standard office software. ➢ Associated professional software applications where appropriate.

Competencies

A Note on Competencies
Mandatory competencies have been designed to ensure that officers in the Executive Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance
Swansea Council, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

Managers must:
1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance.
2. ensure that all corporate work (including priorities, strategies and plans) fully complies with the requirements of all equality legislation

Compulsory Requirements for the Welsh Language Act
The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011. This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:
1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that all corporate strategies and plans fully comply with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

Compulsory Requirements for Introducing Change And New Ways Of Working
The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:
1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding
All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A Note on Behavioural Competencies	
The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.	

BEHAVIOUR 1 Job Knowledge and Professionalism	
Purpose	Directors have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2 Planning and Organising	
Purpose	Directors are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

	BEHAVIOUR 3 Decision Making
Purpose	Directors demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives

	BEHAVIOUR 4 Building Working Relationships
Purpose	Directors work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities

	BEHAVIOUR 5 Communicating and Influencing
Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

	BEHAVIOUR 6 Customer and Citizen Focus
Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.

	BEHAVIOUR 7 Delivering the Service
Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda

	BEHAVIOUR 8 Information, Finance and Resources
Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiatons and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 Programme and Project Management
Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
	BEHAVIOUR 10 People and Performance
Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Cyngor **Abertawe**
Swansea Council

Role Profile

Post Title:	Director of Education
Directorate:	Education
Family:	Corporate Management & Leadership
Reporting to:	Chief Executive
Salary Band & Salary:	Director, £98,848 to £112,211
Post No:	
Date:	June 2018

Purpose

To be the Council's statutory responsible officer for the Education Service and to determine the strategic planning and operational delivery of Education Services.

Key Responsibilities

Responsible for:	➢ Education Achievement & Partnership Teams ➢ Education Planning & Resources Teams ➢ Vulnerable Learner Teams ➢ Local and regional partnerships relating to lifelong learning and skills
Service Areas:	➢ Education – Schools ➢ Ethnic Minority Achievement Unit (EMAU) ➢ Music Service ➢ Regional working and school improvement ➢ ICT & E-Learning ➢ Education Performance, Planning & Resources ➢ Capital build and Band B programme ➢ Catering & Cleaning ➢ School Governor & Student Services ➢ SEN and ALN provision ➢ EOTAS provision ➢ Provision for Looked After Pupils and Virtual School

Role Accountability	End Result
Statutory and regulatory	
Responsible officer for the Council in key statutory function/s and/or for delivery of cross cutting Services and/or delivery of services through regional arrangements	• Statutory and regulatory function is monitored and maintained to current legislative requirements • Legislative and statutory changes are influenced and planned appropriately • Cross-cutting service delivery
Corporate Management	
To provide Directorate lead on corporate decision making fora to ensure sustainable delivery of the services within the assigned Directorate	• Service teams objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Planning	
Support corporate planning and lead on strategic Directorate planning. Lead the development and management of business plans in line with corporate strategies and plans	• Support strategic corporate planning mechanisms • Service and directorate business plans implemented and monitored and reviewed to timescales • Clear directorate aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Policy	
Development and oversee the implementation of corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.	• Directorate policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
Professional Guidance and Support	
Support and provide advice to other Directors and Chief Executive, Members, managers and other internal and external stakeholders in area of expertise/business context	• Members, Chief Executive and other Directors supported • Managers supported • Stakeholders supported
Resources/Finance Management	
Lead, set, monitor and control the budgets and resources for the directorate. Overall responsibility for resourcing the delivery of the service in order to meet Corporate objectives	• Effective financial management and probity demonstrated for the directorate • Resource planning is effective for the directorate • Budget targets planned and met • All resources effectively employed / deployed • Contracts planned, established and monitored
Compliance	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	• Statutory and regulatory compliance on behalf of the Council is met • Professional and regulatory standards are monitored and met • Council risk is identified and mitigated
Customer Focus	
Provide an environment that supports the development of new ways of working and support innovation that focuses on the	• New models of delivery considered to achieve value for money and efficiencies • Customer/citizen needs prioritised and met

Role Accountability	End Result
customer/citizen; ensure customer/citizen satisfaction	
Performance management	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	• Performance targets are met • Outcomes identified and met • Key risks and issues identified and mitigated • Corrective actions implemented • Statutory requirements and external standards satisfied • Improvements identified and planned
Representation	
Put Council case from a directorate / corporate view and inform and influence outcomes both internally and externally	• Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately
People Management	
Lead, manage, develop and motivate the Directorate/teams (internal and external). Undertake regular workforce planning activities to ensure the sustainability of the Directorate	• Positive climate • Capable and knowledgeable staff • Achievement of work objectives • Service Workforce and Training Plans in place • Compliance with HR policies • Council and HR policies/procedures met

Nature of Contacts

- Represent the Council/Directorate/Service
- Substantial knowledge and experience of navigating the political environment at regional and national level
- External organisations including government bodies, local and regional partnerships.
- Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
- Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
- External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
- Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making

Working Environment

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

Procedural Context

The role's impact will be on directorate issues, particularly in compliance with legal and statutory frameworks, and will extend to influence and involvement on matters of corporate or national importance. Role will also include:

- Lead responsible officer for the statutory function, including responsibility for ensuring legal and regulatory compliance for the statutory function.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Undertakes critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external fora.

Key Facts & Figures

Legal and regulatory responsibility for a specific function.
Manage diverse functions in one full Service area – additional functions may be integrated into the directorate from time to time.
Responsible for directorate budget, directorate planning and control – budget monitoring and deployment of resources.
Monitor and control directorate/corporate budgets.

Indicative Qualifications

Substantial relevant experience of the public sector/local government political environment and/or

- Relevant Degree
- Post graduate level professional qualification
- Chartered membership of appropriate professional body will be required in some areas of expertise.
- Specific qualifications *will* be required in areas with clear statutory responsibilities (e.g. Education).

Work Knowledge

- Proven track record in public sector organisations, with significant political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service and statutory function.
- In depth management experience, including extensive project / programme management applicable to the service/organisation.
- Thorough understanding of the Council's local, Regional and National context to develop and implement strategies, policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the Directorate/Council.

Equipment & Associated Skills

Standard Office equipment.
ICT literate in standard office software.
Associated professional software applications where appropriate.

Competencies

A note on Competencies
Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance
All Chief Officers have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy.

The level of responsibility and accountability is described in the following statements:

1. The Chief Officer shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Chief Officer shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Head of Service/Chief Officer shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
4. The Chief Officer shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy.

Compulsory Requirements for Equality & Diversity (Equality Act 2010)
The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

1. The Chief Officer will have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. The Chief Officer will ensure that their statutory function/service complies with the requirements of all equality legislation.

Compulsory Requirements for the Welsh Language Act
The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.
This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:
1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

Compulsory requirements for introducing change and new ways of working

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

3. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
4. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A Note on Behavioural Competencies
The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1 Job Knowledge and Professionalism	
Purpose	Directors have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward
BEHAVIOUR 2 Planning and Organising	
Purpose	Directors are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

	BEHAVIOUR 3 **Decision Making**
Purpose	Directors demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives

	BEHAVIOUR 4 **Building Working Relationships**
Purpose	Directors work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities

	BEHAVIOUR 5 **Communicating and Influencing**
Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

	BEHAVIOUR 6 **Customer and Citizen Focus**
Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.

	BEHAVIOUR 7 **Delivering the Service**
Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda

	BEHAVIOUR 8 **Information, Finance and Resources**
Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 **Programme and Project Management**
Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
	BEHAVIOUR 10 **People and Performance**
Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Cyngor **Abertawe**
Swansea Council

Role Profile

Post Title:	Director of Social Services
Directorate:	Social Services and Early Help
Family:	Corporate Management & Leadership
Reporting to:	Chief Executive
Salary Band & Salary:	Director, £98,848 to £112,211
Post No:	
Date:	June 2018

Purpose

To be the Council's statutory responsible officer for Social Services and to determine the strategic planning and operational delivery of Social Services and Early Help Services.

Key Responsibilities

Responsible for:	- Adult Services - Child and Family Services - Poverty and Prevention - Commissioning for People - People Business Support Hub - Western Bay programme - Local and regional partnerships relating to Social Services and Early Help
Service Areas:	- Older People - Adults with a learning disability, physical disability or mental ill health - Western Bay programme - Safeguarding arrangements - Youth Support Services and Youth Offending - Children with a disability - Corporate Parenting - Assessment and Care Management - Family Support Continuum and Early Help Services - Tackling Poverty

Role Accountability	End Result
Statutory and regulatory	
Responsible officer for the Council in key statutory function/s and/or for delivery of cross cutting Services and/or delivery of services through regional arrangements	• Statutory and regulatory function is monitored and maintained to current legislative requirements • Legislative and statutory changes are influenced and planned appropriately • Cross-cutting service delivery
Corporate Management	
To provide Directorate lead on corporate decision making fora to ensure sustainable delivery of the services within the assigned Directorate	• Service teams objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Planning	
Support corporate planning and lead on strategic Directorate planning. Lead the development and management of business plans in line with corporate strategies and plans	• Support strategic corporate planning mechanisms • Service and directorate business plans implemented and monitored and reviewed to timescales • Clear directorate aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Policy	
Development and oversee the implementation of corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.	• Directorate policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
Professional Guidance and Support	
Support and provide advice to other Directors and Chief Executive, Members, managers and other internal and external stakeholders in area of expertise/business context	• Members, Chief Executive and other Directors supported • Managers supported • Stakeholders supported
Resources/Finance Management	
Lead, set, monitor and control the budgets and resources for the directorate. Overall responsibility for resourcing the delivery of the service in order to meet Corporate objectives	• Effective financial management and probity demonstrated for the directorate • Resource planning is effective for the directorate • Budget targets planned and met • All resources effectively employed / deployed • Contracts planned, established and monitored
Compliance	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	• Statutory and regulatory compliance on behalf of the Council is met • Professional and regulatory standards are monitored and met • Council risk is identified and mitigated
Customer Focus	

Role Accountability	End Result
Provide an environment that supports the development of new ways of working and support innovation that focuses on the customer/citizen; ensure customer/citizen satisfaction	• New models of delivery considered to achieve value for money and efficiencies • Customer/citizen needs prioritised and met

Performance management	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	• Performance targets are met • Outcomes identified and met • Key risks and issues identified and mitigated • Corrective actions implemented • Statutory requirements and external standards satisfied • Improvements identified and planned

Representation	
Put Council case from a directorate / corporate view and inform and influence outcomes both internally and externally	• Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately

People Management	
Lead, manage, develop and motivate the Directorate/teams (internal and external). Undertake regular workforce planning activities to ensure the sustainability of the Directorate	• Positive climate • Capable and knowledgeable staff • Achievement of work objectives • Service Workforce and Training Plans in place • Compliance with HR policies • Council and HR policies/procedures met

Nature of Contacts

- Represent the Council/Directorate/Service
- Substantial knowledge and experience of navigating the political environment at regional and national level
- External organisations including government bodies, local and regional partnerships.
- Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
- Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
- External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
- Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making

Working Environment

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

Procedural Context

The role's impact will be on directorate issues, particularly in compliance with legal and statutory frameworks, and will extend to influence and involvement on matters of corporate or national importance. Role will also include:

- Lead responsible officer for the statutory function, including responsibility for ensuring legal and regulatory compliance for the statutory function.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Undertakes critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external fora.

Key Facts & Figures

Legal and regulatory responsibility for a specific function.

Manage diverse functions in one full Service area – additional functions may be integrated into the directorate from time to time.

Responsible for directorate budget, directorate planning and control – budget monitoring and deployment of resources.

Monitor and control directorate/corporate budgets.

Indicative Qualifications

Substantial relevant experience of the public sector/local government political environment and/or

- Relevant Degree
- Post graduate level professional qualification
- Chartered membership of appropriate professional body will be required in some areas of expertise.
- Specific qualifications *will* be required in areas with clear statutory responsibilities (e.g. Social Services).

Work Knowledge

- Proven track record in public sector organisations, with significant political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service and statutory function.
- In depth management experience, including extensive project / programme management applicable to the service/organisation.
- Thorough understanding of the Council's local, Regional and National context to develop and implement strategies, policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the Directorate/Council.

Equipment & Associated Skills

Standard Office equipment.

ICT literate in standard office software.

Associated professional software applications where appropriate.

Competencies

A note on Competencies

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance

All Chief Officers have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy.

The level of responsibility and accountability is described in the following statements:

5. The Chief Officer shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
6. The Chief Officer shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
7. The Head of Service/Chief Officer shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
8. The Chief Officer shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy.

Compulsory Requirements for Equality & Diversity (Equality Act 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

3. The Chief Officer will have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
4. The Chief Officer will ensure that their statutory function/service complies with the requirements of all equality legislation.

Compulsory Requirements for the Welsh Language Act

The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.

This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

3. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
4. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

Compulsory Requirements for Introducing Change & New Ways Of Working

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

5. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
6. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A Note on Behavioural Competencies

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1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
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Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

	BEHAVIOUR 6 Customer and Citizen Focus
Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
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	BEHAVIOUR 7 Delivering the Service
Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda

	BEHAVIOUR 8 Information, Finance and Resources
Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 **Programme and Project Management**
Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
	BEHAVIOUR 10 **People and Performance**
Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Role Profile

Post Title:	Chief Finance Officer (Head of Service Centre and S151 Officer)
Directorate:	Resources
Family:	Corporate Management & Leadership
Reporting to:	Deputy Chief Executive/Director of Resources
Salary Band & Salary:	Chief Officer, Points 5 to 9, £93,645 to £102,010
Post No:	
Date:	June 2018

Purpose

1. To provide strategic leadership for the Council on all financial matters.
2. To lead on the Council's long term Financial Strategy
3. To lead and support delivery of the medium term financial plan, the budget, budgetary control framework and published statutory accounts.
4. To be the advisor on all financial aspects of all corporate strategies, plans, strategic programmes and projects for the Council.
5. Act as Section 151 Officer on behalf of the Council and Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
6. Corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its capital programme in order to enhance the overall value for money to customers, citizens and taxpayers.
7. To lead all aspects of the Service Centre function and work with Directors and Heads of Service on delivering efficient and effective Business Support.
8. To influence regional and national public sector services agenda in respect of all financial matters.
9. To lead as a member of the Corporate Management Team supporting change and transformation across the Council and the region.
10. Lead regional working groups where appropriate.

Key Responsibilities

1. Act as Section 151 Officer on behalf of the Council and Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.
2. Responsible for leading and developing the Council's long term financial strategy and framework alongside key stakeholders and the Medium Term Financial Plan (MTFP). Ensuring activity and process comply with Government regulations and legislation
3. Provide expert advice to the Pensions Committee and ensure the delivery of an effective fund management service/function to the Pension Fund.
4. Financial Services which includes:
    a. Accountancy Services (Revenue and Capital);
    b. Treasury Management/Investment/Accounting
    c. Insurance
    d. Pensions Investment, Management and Administration;
    e. Internal Audit and Risk Management
5. The Service Centre which includes:
    a. Payables, Receivables and Cashiers
    b. Employee Services including payroll
    c. Revenues and Benefits.
6. This post is separately appointed Clerk and Treasurer to, and by, the Swansea Bay Port Health Authority.
7. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee and Scrutiny)
8. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.
9. The post is responsible for ensuring the Council has effective arrangements for its internal financial controls and a coherent plan for the management of risk.
10. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.
11. Accountable for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future;* and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council.
12. Leading financial aspects of capital development, investment and risk management
All financial aspects of the regeneration Agenda for the City, including City Deal.

Role Accountability	End Result
Corporate Management	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	• Service teams objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Policy	
Assist the Director with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	• Service policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
Planning	
Support corporate planning and lead on strategic service/business planning.	• Strategic corporate planning mechanisms supported • Service business plans implemented and monitored and reviewed to timescales • Clear service aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Professional Guidance and Support	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	• Members, Chief Executive, Directors, Chief Officers are supported • Managers and teams supported • Stakeholders supported
Resources & Financial Management	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives To act as the Authority's Section 151 Officer and be responsible for; budget agreement/management; annual accounts; financial advice; Internal Audit and the Pension Fund	• Effective financial management and probity is maintained for the service • Budget targets planned and met • All resources effectively employed/ deployed for service efficiency • Contracts planned, established and monitored – remedial actions taken
Compliance	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	• Professional and regulatory standards monitored and met • Best practice trends identified and implemented where appropriate • Implications/risks assessed and advice given • Proposals and plans in place to protect the Council position

Role Accountability	End Result
Customer Focus	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	• New models of delivery considered and implemented to achieve value for money and efficiencies • Customer needs prioritised and met • Customer complaints dealt with fairly and effectively
Performance management	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	• Service reporting mechanisms in place • Key risks and issues identified and mitigated • Corrective actions implemented • Service and own performance targets met • Statutory requirements and external standards satisfied • Improvements identified and planned
Representation	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	• Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately
People Management	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	• Positive climate • Capable and knowledgeable staff • Achievement of service/work objectives • Service Workforce and Training Plans in place • Council and HR policies and procedures met
Nature of Contacts	

Nature of Contacts

• Represent the Service / Directorate / Council internally and externally.
• Substantial knowledge and experience of navigating the political environment.
• External organisations including government bodies, local and regional partnerships.
• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
• Support colleagues, managers, Directors, Members and external organisations within own specialist remit.
• Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions
• Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making .

Working Environment
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

Procedural Context
• Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
• Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
• The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.
• Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.
• Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.
• Lead/support the implementation of Corporate Change Projects.
• Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

Work Knowledge
• In depth technical, professional and legislative knowledge across specific areas within the service.
• Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.
• Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.
• Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.
• In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.
• In depth management experience, including extensive project / programme management applicable to the Service/organisation.

Equipment And Associated Skills
• Standard Office equipment.
• ICT literate in standard office software.
• Associated professional software applications where appropriate.

Indicative Qualifications
• Fully qualified Accountant to meet the requirements of Section 151 Officer and substantial relevant experience of the public sector/Local Government political environment.
• Chartered membership of an appropriate professional body (CCAB) is mandatory.
• Post graduate level professional qualification
• Relevant Degree

Key Facts & Figures
• Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.
• Responsible for service budget and service planning and control – budget monitoring and deployment of resources.
• Monitor and control service/corporate budgets.
• To act as Clerk & Treasurer to the Port Health Authority Board (if suitably qualified).
• To act as the Authority's designated 151 Officer

Competencies

A Note on Competencies

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance

All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements:

1. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
4. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy

Compulsory Requirements for
Equality & Diversity (Equality Act 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

Managers must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. ensure that their statutory function/service complies with the requirements of all equality legislation.

Compulsory Requirements for the Welsh Language Act

The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.
This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

5. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
6. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

Compulsory Requirements for Introducing Change & New Ways Of Working

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

7. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
8. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A note on Behavioural Competencies
The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1	
Job Knowledge and Professionalism	
Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2	
Planning and Organising	
Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

	BEHAVIOUR 3 **Decision Making**
Purpose	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives

	BEHAVIOUR 4 **Building Working Relationships**
Purpose	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities

	BEHAVIOUR 5 **Communicating and Influencing**
Purpose	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

	BEHAVIOUR 6 Customer and Citizen Focus
Purpose	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
	BEHAVIOUR 7 Delivering the Service
Purpose	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
	BEHAVIOUR 8 Information, Finance and Resources
Purpose	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 Programme and Project Management
Purpose	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk

	BEHAVIOUR 10 People and Performance
Purpose	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Role Profile

Post Title:	Chief Legal Officer (Monitoring Officer)
Directorate:	Resources
Family:	Corporate Management & Leadership
Reporting to:	Deputy Chief Executive/Director of Resources
Salary Band & Salary:	Chief Officer – Points 1 to 5, £83,240 to £93,645
Post No:	
Date:	June 2018

Purpose

11. To provide strategic leadership for the Council on all legal and governance matters.

12. To be the Council's main advisor on all legal and governance aspects of all corporate strategies, plans, strategic programmes and projects for the Council.

13. To act as Monitoring Officer in accordance with statutory requirements to ensure legality and probity of decision making within the Council and to ensure compliance with the Council's Constitution.

14. As Monitoring Officer ensuring the highest ethical standards of elected members and monitoring compliance with the Members' Code of Conduct.

15. To manage a high quality legal service protecting all of the council's interests in all of its functions.

16. To have primary responsibility for the operation of Democratic Services and Business Intelligence and to work with Directors and Heads of Service on delivering efficient and effective Business Support.

17. To influence regional and national public sector services agenda in respect of all legal matters.

18. To lead as a member of the Corporate Management Team (CMT) supporting change and transformation across the Council and the region.

19. Lead regional working groups where appropriate

Key Responsibilities

13. To act as Monitoring Officer on behalf of the Council/Community and Town Councils and to advise on the application of the Members Code of Conduct and to ensure Members are trained to enable the highest ethical standards.

14. To act as the principal legal advisor to Council, Cabinet and Committees. Advising on the Council's constitution, scheme of delegation and rules and procedures.

15. To ensure the delivery of expert legal advice across the council and to partner organisations where appropriate.

16. To be responsible for the Council's annual Governance Statement and assurance of Corporate Governance

17. To be responsible for the following Business Intelligence functions:

    a. Legal Services
    b. Coroners Service
    c. Democratic Services
    d. Cabinet/Council support which includes;
        i. Cabinet Office
        ii. Elections and Electoral Registration
    e. Equalities
    f. Scrutiny
    g. Information Governance Unit (IGU).
    h. RIPA

18. Supporting and attending Council, Cabinet and Committees, including any other working groups

19. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to:

    a. Enable organisational responsiveness to elected members;
    b. Secure the best approach to legal and governance stewardship;
    c. Ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and
    d. Enhance the reputation of Swansea as a place as well as Swansea Council.

20. The post is responsible for ensuring the Council has effective arrangements for its governance controls and a coherent plan for the management of risk.

21. Commissioning any required legal services, ensuring cost effectiveness, efficiency and responsiveness.

22. All legal aspects of the regeneration agenda for the City, including City Deal.

Role Accountability	End Result
Corporate Management	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	• Service teams objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Policy	
Assist the Director with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	• Service policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
Planning	
Support corporate planning and lead on strategic service/business planning.	• Strategic corporate planning mechanisms supported • Service business plans implemented and monitored and reviewed to timescales • Clear service aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Professional Guidance and Support	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	• Members, Chief Executive, Directors, Chief Officers are supported • Managers and teams supported • Stakeholders supported
Resources & Financial Management	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives	• Effective financial management and probity is maintained for the service • Budget targets planned and met • All resources effectively employed/ deployed for service efficiency • Contracts planned, established and monitored – remedial actions taken
Compliance	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	• Professional and regulatory standards monitored and met • Best practice trends identified and implemented where appropriate • Implications/risks assessed and advice given • Proposals and plans in place to protect the Council position

Role Accountability	End Result
Customer Focus	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	• New models of delivery considered and implemented to achieve value for money and efficiencies • Customer needs prioritised and met • Customer complaints dealt with fairly and effectively
Performance management	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	• Service reporting mechanisms in place • Key risks and issues identified and mitigated • Corrective actions implemented • Service and own performance targets met • Statutory requirements and external standards satisfied • Improvements identified and planned
Representation	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	• Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately
People Management	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	• Positive climate • Capable and knowledgeable staff • Achievement of service/work objectives • Service Workforce and Training Plans in place • Council and HR policies and procedures met
Nature Of Contacts	

• Represent the Service / Directorate / Council internally and externally.
• Substantial knowledge and experience of navigating the political environment.
• External organisations including government bodies, local and regional partnerships.
• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
• Support colleagues, managers, Directors, Members and external organisations within own specialist remit.
• Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions
• Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making .

Working Environment
The postholder will be a mobile worker with access to a hot-desk in the Civic Centre and the CMT area at the Guildhall. May be required to travel to other sites, including outdoor sites.

Procedural Context
- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.   - Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.   - The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.   - Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.   - Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.   - Lead/support the implementation of Corporate Change Projects.   - Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

Work Knowledge
- In depth technical, professional and legislative knowledge across specific areas within the service.   - Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.   - Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.   - Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.   - In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.   - In depth management experience, including extensive project / programme management applicable to the Service/organisation.

Equipment & Associated Skills
- Standard Office equipment.   - ICT literate in standard office software.   - Associated professional software applications where appropriate.

Indicative Qualifications
- Admitted Solicitor with a current Certificate of Practice   - Post graduate level professional qualification   - Relevant Degree

Key Facts & Figures
- Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.   - Responsible for service budget and service planning and control – budget monitoring and deployment of resources.   - Monitor and control service/corporate budgets.   - To act as the Authority's Monitoring Officer

Competencies

A Note On Competencies

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance

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This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

7. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
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Compulsory Requirements For Introducing Change And New Ways Of Working

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

9. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
10. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A note on Behavioural Competencies
The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

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Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
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2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
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BEHAVIOUR 2 Planning and Organising	
Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
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	BEHAVIOUR 3 Decision Making
Purpose	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
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	BEHAVIOUR 4 Building Working Relationships
Purpose	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities

	BEHAVIOUR 5 Communicating and Influencing
Purpose	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

	BEHAVIOUR 6 Customer and Citizen Focus
Purpose	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.

	BEHAVIOUR 7 Delivering the Service
Purpose	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda

	BEHAVIOUR 8 Information, Finance and Resources
Purpose	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 **Programme and Project Management**
Purpose	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
	BEHAVIOUR 10 **People and Performance**
Purpose	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Cyngor **Abertawe**
Swansea Council

ROLE PROFILE

POST TITLE:	Deputy Chief Finance Officer (Deputy S151 Officer)
DIRECTORATE:	Resources
FAMILY:	Corporate Management & Leadership
REPORTING TO:	Chief Finance Officer (Head of Service Centre & S151 Officer)
SALARY BAND & SALARY:	Band 2, £57,228 to £72,835
POST NO:	
DATE:	May 2018

PURPOSE

20. To lead and manage the whole operational finance function on a day to day basis on behalf of the CFO supporting change and transformation across the Council and the region where applicable.
21. To provide strategic advice to the CFO, CMT and Cabinet on all financial matters.
22. To support the CFO on delivering the Council's long term Financial Strategy
23. To lead and support practical delivery of the medium term financial plan, the budget, budgetary control framework and published statutory accounts.
24. To input and advise on financial aspects of key corporate strategies, plans, strategic programmes and projects for the Council.
25. Act in absence of the CFO as Section 151 Officer (and thus must be a fully qualified CCAB Accountant) on behalf of the Council and Head of Profession. To assist the CFO in providing direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
26. Assist the CFO in discharging corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its capital programme in order to enhance the overall value for money to customers, citizens and taxpayers.
27. To influence regional and national public sector services agenda in respect of some key financial matters on behalf of the CFO as directed.

KEY RESPONSIBILITIES

23. Act as Deputy Section 151 Officer on behalf of the Council and support the CFO as Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.

24. Responsible for developing and producing the Council's long term financial strategy, the Medium Term Financial Plan (MTFP). Responsible for producing the annual budget, budget monitoring reports to Cabinet, Treasury Management policies and the statutory statement of accounts for both the Council and the pension fund. Ensuring activity and process comply with Government regulations and legislation at all times.

25. Provide expert advice to the Pensions Committee and ensure the delivery of an effective fund management service/function to the Pension Fund.

26. Financial Services which includes:
    a. Accountancy Services (Revenue and Capital);
    b. Treasury Management/Investment/Accounting
    c. Insurance
    d. Pensions Investment, Management and Administration;
    e. Internal Audit and Risk Management

27. Responsible for operations within The Service Centre when deputising for CFO.

28. This post deputises as Clerk and Treasurer to, and by, the Swansea Bay Port Health Authority.

29. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee, Pension Fund Committee and Scrutiny)

30. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.

31. The post is responsible for assisting the CFO in ensuring the Council has practical and effective arrangements for its internal financial controls and a coherent plan for the management and mitigation of risk.

32. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.

33. Leads, on behalf of the CFO, on practical delivery for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future;* and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council.

34. Leading financial aspects of capital development, investment and risk management

35. Supporting financial aspects of the regeneration Agenda for the City, including City Deal

Person Specification

Experience
1. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
2. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
3. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
4. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.

Competencies & Abilities
1. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
2. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
3. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
4. Able to lead, influence and implement strategic policies and decisions.
5. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
6. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
7. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
8. Able to communicate effectively through written, oral and presentational means, including the ability to write well organised, concise and clear reports with good use of evidence supported by data.
9. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
10. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
11. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post
12. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
13. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
Corporate Management	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	• Service teams objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Policy	
Assist the CFO with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	• Service policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
Planning	
Support corporate planning and lead on strategic service/business planning.	• Strategic corporate planning mechanisms supported • Service business plans implemented and monitored and reviewed to timescales • Clear service aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Professional Guidance and Support	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	• Members, Chief Executive, Directors, Chief Officers are supported • Managers and teams supported • Stakeholders supported
Resources & Financial Management	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives To act as the Authority's Deputy Section 151 Officer and be responsible for; budget agreement/management; annual accounts; financial advice; Internal Audit and the Pension Fund in the absence of the CFO	• Effective financial management and probity is maintained for the service • Budget targets planned and met • All resources effectively employed/ deployed for service efficiency • Contracts planned, established and monitored – remedial actions taken
Compliance	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	• Professional and regulatory standards monitored and met • Best practice trends identified and implemented where appropriate • Implications/risks assessed and advice given • Proposals and plans in place to protect the Council position

ROLE ACCOUNTABILITY	END RESULT
Customer Focus	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	• New models of delivery considered and implemented to achieve value for money and efficiencies • Customer needs prioritised and met • Customer complaints dealt with fairly and effectively
Performance management	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	• Service reporting mechanisms in place • Key risks and issues identified and mitigated • Corrective actions implemented • Service and own performance targets met • Statutory requirements and external standards satisfied • Improvements identified and planned
Representation	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	• Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately
People Management	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	• Positive climate • Capable and knowledgeable staff • Achievement of service/work objectives • Service Workforce and Training Plans in place • Council and HR policies and procedures met
NATURE OF CONTACTS	

- Represent the Service / Directorate / Council internally and externally.
- Substantial knowledge and experience of navigating the political environment.
- External organisations including government bodies, local and regional partnerships.
- Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
- Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
- External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
- Support colleagues, managers, Directors, Members and external organisations within own specialist remit.
- Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions
- Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making.

WORKING ENVIRONMENT
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

PROCEDURAL CONTEXT

- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.
- Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.
- Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.
- Lead/support the implementation of Corporate Change Projects.
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

WORK KNOWLEDGE

- In depth technical, professional and legislative knowledge across specific areas within the service.
- Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.
- Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.
- In depth management experience, including extensive project / programme management applicable to the Service/organisation.

EQUIPMENT AND ASSOCIATED SKILLS

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

INDICATIVE QUALIFICATIONS

- Fully qualified Accountant to meet the requirements of deputising for the Section 151 Officer and substantial relevant experience of the public sector/Local Government political environment.
- Chartered membership of an appropriate professional body (CCAB) is mandatory.
- Post graduate level professional qualification
- Relevant Degree

KEY FACTS AND FIGURES

- Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.
- Responsible for service budget and service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/corporate budgets.
- To act as Deputy to the Clerk & Treasurer to the Port Health Authority Board.
- To act as the Authority's designated Deputy S151 Officer

COMPETENCIES

A NOTE ON COMPETENCIES
Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE
All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements: 9. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions   10. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities   11. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements   12. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy
COMPULSORY REQUIREMENTS FOR   **EQUALITY AND DIVERSITY (EQUALITY ACT 2010)**
The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.   **Managers must:**   5. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance   6. ensure that their statutory function/service complies with the requirements of all equality legislation.
COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT
The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.   This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).   **Managers must:**   9. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation   10. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

11. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
12. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

	A note on Behavioural Competencies
	The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.
	BEHAVIOUR 1 **Job Knowledge and Professionalism**
Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services. Must be a CCAB qualified accountant to discharge the Deputy CFO role.
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward
	BEHAVIOUR 2 **Planning and Organising**
Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

	BEHAVIOUR 3 **Decision Making**
Purpose	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
	BEHAVIOUR 4 **Building Working Relationships**
Purpose	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
	BEHAVIOUR 5 **Communicating and Influencing**
Purpose	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

	BEHAVIOUR 6 **Customer and Citizen Focus**
Purpose	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
	BEHAVIOUR 7 **Delivering the Service**
Purpose	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
	BEHAVIOUR 8 **Information, Finance and Resources**
Purpose	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 **Programme and Project Management**
Purpose	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
	BEHAVIOUR 10 **People and Performance**
Purpose	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Cyngor **Abertawe**
Swansea Council

ROLE PROFILE

POST TITLE:	Deputy Chief Legal Officer (Deputy Monitoring Officer)
DIRECTORATE:	Resources
FAMILY:	Corporate Management & Leadership
REPORTING TO:	Chief Legal Officer (Monitoring Officer)
SALARY BAND & SALARY:	Band 3, £52,025 to £62,430
POST NO:	
DATE:	May 2018

PURPOSE

28. To deputise for the Chief Legal Officer provide strategic leadership for the Council on all legal and governance matters.
29. To be the Council's main advisor on all legal and governance aspects of all corporate strategies, plans, strategic programmes and projects for the Council in the absence of the Chief Legal Officer.
30. To act as Deputy Monitoring Officer in accordance with statutory requirements to ensure legality and probity of decision making within the Council and to ensure compliance with the Council's Constitution.
31. As Deputy Monitoring Officer ensuring the highest ethical standards of elected members and monitoring compliance with the Members' Code of Conduct.
32. To manage a high quality legal service protecting all of the council's interests in all of its functions.
33. To have day-to-day management responsibility for the operation of Legal Services and to work with Directors and Heads of Service on delivering efficient and effective Business Support.
34. To influence regional and national public sector services agenda in respect of all legal matters in the absence of the Chief Legal Officer.

KEY RESPONSIBILITIES

36. To act as Deputy Monitoring Officer on behalf of the Council/Community and Town Councils and to advise on the application of the Members Code of Conduct and to ensure Members are trained to enable the highest ethical standards.
37. To act as the principal legal advisor to Council, Cabinet and Committees. Advising on the Council's constitution, scheme of delegation and rules and procedures in the absence of the Chief Legal Officer.
38. To ensure the delivery of expert legal advice across the council and to partner organisations where appropriate.
39. Day-today management of Legal Services
40. Supporting and attending Council, Cabinet and Committees, including any other working groups in the absence of the Chief Legal Officer
41. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors in the absence of the Chief Legal Officer to:
    a. Enable organisational responsiveness to elected members;
    b. Secure the best approach to legal and governance stewardship;
    c. Ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and
    d. Enhance the reputation of Swansea as a place as well as Swansea Council.

42. All legal aspects of the regeneration agenda for the City, including City Deal.

Person Specification

Experience
5. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
6. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
7. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
8. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.
Competencies & Abilities
14. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
15. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
16. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
17. Able to lead, influence and implement strategic policies and decisions.
18. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
19. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
20. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
21. Able to communicate effectively through written, oral and presentational means, including the ability to write well organised, concise and clear reports with good use of evidence supported by data.
22. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
23. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
24. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post
25. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
26. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
Corporate Management	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	• Service teams objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Policy	
Assist the CFO with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	• Service policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
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Support corporate planning and lead on strategic service/business planning.	• Strategic corporate planning mechanisms supported • Service business plans implemented and monitored and reviewed to timescales • Clear service aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Professional Guidance and Support	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	• Members, Chief Executive, Directors, Chief Officers are supported • Managers and teams supported • Stakeholders supported
Resources & Financial Management	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives To act as the Authority's Deputy Section 151 Officer and be responsible for; budget agreement/management; annual accounts; financial advice; Internal Audit and the Pension Fund in the absence of the CFO	• Effective financial management and probity is maintained for the service • Budget targets planned and met • All resources effectively employed/ deployed for service efficiency • Contracts planned, established and monitored – remedial actions taken
Compliance	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	• Professional and regulatory standards monitored and met • Best practice trends identified and implemented where appropriate • Implications/risks assessed and advice given • Proposals and plans in place to protect the Council position

ROLE ACCOUNTABILITY	END RESULT
Customer Focus	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	• New models of delivery considered and implemented to achieve value for money and efficiencies • Customer needs prioritised and met • Customer complaints dealt with fairly and effectively
Performance management	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	• Service reporting mechanisms in place • Key risks and issues identified and mitigated • Corrective actions implemented • Service and own performance targets met • Statutory requirements and external standards satisfied • Improvements identified and planned
Representation	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	• Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately
People Management	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	• Positive climate • Capable and knowledgeable staff • Achievement of service/work objectives • Service Workforce and Training Plans in place • Council and HR policies and procedures met
NATURE OF CONTACTS	

- Represent the Service / Directorate / Council internally and externally.
- Substantial knowledge and experience of navigating the political environment.
- External organisations including government bodies, local and regional partnerships.
- Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.
- Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.
- External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.
- Support colleagues, managers, Directors, Members and external organisations within own specialist remit.
- Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions
- Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making.

WORKING ENVIRONMENT
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

PROCEDURAL CONTEXT

- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.
- Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.
- Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.
- Lead/support the implementation of Corporate Change Projects.
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

WORK KNOWLEDGE

- In depth technical, professional and legislative knowledge across specific areas within the service.
- Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.
- Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.
- In depth management experience, including extensive project / programme management applicable to the Service/organisation.

EQUIPMENT AND ASSOCIATED SKILLS

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

INDICATIVE QUALIFICATIONS

- Admitted Solicitor with a current Certificate of Practice
- Post graduate level professional qualification
- Relevant Degree

KEY FACTS AND FIGURES

- Able to manage complex services, budgets and priorities as Head of Service
- Able to demonstrate significant senior management capacity and ability to lead, manage, and direct the successful delivery of large complex projects through others, in support of the Council's strategic aims.
- To act as the Authority's designated Monitoring Officer

COMPETENCIES

A NOTE ON COMPETENCIES
Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE
All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements:

13. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
14. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
15. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
16. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy

COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)
The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.
Managers must:
7. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
8. ensure that their statutory function/service complies with the requirements of all equality legislation.

COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT
The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.
This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).
Managers must:
11. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
12. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

13. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens

14. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

	A note on Behavioural Competencies
	The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.
	BEHAVIOUR 1 **Job Knowledge and Professionalism**
Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services. Must be a CCAB qualified accountant to discharge the Deputy CFO role.
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward
	BEHAVIOUR 2 **Planning and Organising**
Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

	BEHAVIOUR 3 **Decision Making**
Purpose	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
	BEHAVIOUR 4 **Building Working Relationships**
Purpose	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
	BEHAVIOUR 5 **Communicating and Influencing**
Purpose	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

BEHAVIOUR 6	
Customer and Citizen Focus	
Purpose	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
BEHAVIOUR 7	
Delivering the Service	
Purpose	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
BEHAVIOUR 8	
Information, Finance and Resources	
Purpose	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

	BEHAVIOUR 9 **Programme and Project Management**
Purpose	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
	BEHAVIOUR 10 **People and Performance**
Purpose	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Cyngor **Abertawe**
Swansea Council

Joint Report of the Presiding Member, Monitoring Officer & Head of Democratic Services

Council - 21 June 2018

Amendments to the Council Constitution

Purpose:	To make amendments in order to simplify, improve and / or add to the Council Constitution. A decision of Council is required to change the Council Constitution.
Policy Framework:	Council Constitution.
Consultation:	Access to Services, Finance, Legal, Constitution Working Group.
Recommendation(s):	It is recommended that:
1) The changes to the Council Constitution as outlined in Paragraphs 4 and 5 together with any further consequential changes be recommended to Council for approval.	
Report Author:	Huw Evans
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1.   Introduction

1.1   In compliance with the Local Government Act 2000, the City and County of Swansea has adopted a Council Constitution. From time to time it is necessary to review the Council Constitution in line with legislative requirements and to ensure good governance arrangements.

1.2   A number of issues have arisen since adoption and in order to maintain the aims, principles and procedures set out in Articles 1 and 15 of the Council Constitution, it is proposed that the amendments set out below should be made to the Constitution.

1.3   The terms of reference of the Constitution Working Group includes keeping under review the Council Constitution and to make appropriate recommendations for change.

2.   Delegated Minor Corrections to the Council Constitution

2.1   There are no delegated minor corrections to the Council Constitution.

3.   Amendments to the Council Constitution

3.1   This report outlines a number of suggested amendments to the Council Constitution. The amendments are within the following area of the Council Constitution:

a)   Part 3 - Cabinet Procedure Rules - Call In Procedure;
b)   Part 4 - Terms of Reference – Constitution Working Group.

4.   Part 3 - Terms of Reference – Constitution Working Group

4.1   The Local Democracy and Boundary Commission for Wales is currently carrying out a review of the Electoral Arrangements for the City and County of Swansea.

4.2   The Commission has asked for this Authority's Initial Observations on the review prior to them formulating their Draft Proposals. The Commission ask that this Authority submits for consideration a scheme or schemes for electoral arrangements based on the existing Communities and Community Wards. Maps drawn to scale showing the boundaries of the suggested electoral wards is also required.

4.3   The deadline for submitting the Authority's Initial Observations to the Commission is 26 July 2018.

4.4   In order to assist the process and the Head of Democratic Services, it is proposed that the Terms of Reference of the Constitution Working Group be amended so that they can assist in the process and make recommendations to Council in due course throughout this process and for future boundary reviews.

4.5   As such it is proposed to add the following line to the Terms of Reference of the Constitution Working Group:

"3.   To consider all aspects of any Boundary Reviews and make recommendations to Council as appropriate".

5. Part 4 - Council Procedure Rules - Rules of Debate

5.1 The Council Procedure Rules relating to "Rules of Debate" requires Councillors to stand when addressing Council. The Presiding Member has asked that this issue be reviewed with the requirement being removed in order to make better use of the audio facilities within the Council Chamber and to aid those with hearing and accessibility difficulties.

5.2 Below is an extract of the relevant part of Council Procedure Rule 17 "Rules of Debate". The following changes are required to assist with the changes outlined above:

1 **"Respect for Chair**

When the Presiding Member stands during a debate all ~~any~~Councillor~~s~~ ~~then standing~~ must immediately stop speaking ~~and sit down~~ and the Council must be silent.

2 **Standing when Speaking**

A Councillor, when speaking at Council, must ~~stand and~~ address the Presiding Member; all others must remain ~~seated and~~ silent, unless r~~a~~ising ~~to~~ a point of order, a ~~or in~~ personal explanation or ~~on~~ a point of information.

This Procedure Rule does not apply to other Council Body meetings such as Cabinet, Committees etc.

When a Councillor r~~a~~ises ~~for~~ a "Point of Order", ~~or in~~ a "Personal Explanation" or ~~on~~ a "Point of Information", Paragraph 17(12) "Personal Explanation, Points of Order and Points of Information" applies. If this occurs, the Councillor ~~rising for that purpose~~ has the floor. ~~and the other Councillors will sit down~~.

3 **Order of Speaking**

If two or more Councillors indicate their wish to speak, the Presiding Member will call on one and the other(s) must be silent~~then sit~~. The Presiding Member may decide and announce that Councillors will be called in a given order at specified points during the debate. Alternatively, the Presiding Member may also decide to open a list of Councillors wishing to speak and to restrict the speakers to those that indicate an intention to speak prior to the closure of the list. The Presiding Member shall announce when this list is closed."

5.3 The remainder of Council Procedure Rule 17 "Rules of Debate" remains unchanged.

5.4   A number of additional consequential minor changes may also be required within the Council Constitution which will be dealt with under the Monitoring Officers delegated powers.

6.   Financial Implications

6.1   There are no financial implications associated with this report.

7.   Legal Implications

7.1   There are no legal implications associated with this report.

8.   Equality and Engagement Implications

8.1   There are none associated with this report.

Background Papers: None

Appendices: None

Report of the Cabinet Member for Business Transformation & Performance

Council – 21 June 2018

Membership of Committees

Purpose:	Council approves the nominations/amendments to the Council Bodies.
Policy Framework:	None.
Consultation:	Political Groups.
Recommendation:	It is recommended that:
1)	The amendments to the Council Bodies listed in paragraph 2 be approved
Report Author:	Gareth Borsden
Legal Officer:	Debbie Smith
Finance Officer:	Paul Cridland
Access to Services Officer:	N/A

1. Introduction

1.1 Meetings of Council regularly agree and amend the membership of the various Committees/Council Bodies as reflected in the lists submitted by the Political Groups.

2. Changes to Council Body Membership

2.1 The political groups have indicated that they have changes to the following Council Bodies:

Corporate Parenting Board
Remove Councillor M C Child
Add Councillor E J King

Audit Committee
Remove Councillor B Hopkins
Add Labour Vacancy

3. Outside Bodies

3.1 The Leader has made the following amendment to the body listed below:

Police & Crime Panel
Remove Councillor K M Roberts
Add Councillor E T Kirchner

4. Financial Implications

4.1 There are no financial implications associated with this report.

5. Legal Implications

5.1 There are no legal implications associated with this report.

Background Papers: Local Government & Housing Act 1989, the Local Government (Committees & Political Groups) Regulations 1990.

Appendices: None

Council – 21 June 2018

Councillors' Questions

Part A – Supplementaries

1	**Cllrs Chris Holley, Mary Jones & Graham Thomas**
	What are the current contractual arrangements with Bay Leisure for both the LC and the 360 Bay side café.
	Response of the Cabinet Member for Investment, Regeneration & Tourism
	Bay Leisure currently occupy the LC2 by way of a lease agreement and management agreement which are both due to expire on the 30th September 2018.
	Bay Leisure (in conjunction with Swansea University, and operating as Bay Sports) currently occupy the 360 Bay side Cafe under a Tenancy at Will.
2	**Cllrs Peter Black, Graham Thomas & Jeff Jones**
	Will the Leader outline any consequences for the Liberty Stadium deal between the Council and the Swans due to the football club being relegated to the championship.
	Response of the Leader
	As was reported to Cabinet on the 16 November 2017, a core rent of £300,000 per annum was agreed. This replaced the peppercorn rent previously payable since 2004. The £300,000 remains payable regardless of the Swans status. To date the only income received by the City and County of Swansea has been in relation to an additional rent payable of £15,000 pa for use of Council space, a single years rent will now raise more than all of the rent paid since 2004.
	In addition further temporary benefits were agreed including a proportion of naming rights and a capital contribution towards 3G pitches. These were only payable while the Swans were in the premiership. They are suspended in the event of relegation, to be reinstated in the event of promotion to the Premier League.
	Despite relegation to the championship we will continue to work with the Swans Trust to identify alternative additional funding and to develop the Council's plans for additional 3G pitches throughout the city. We are confident that alternative funding options can be found while the Swans play in the championship.
	At present it is difficult to accurately gauge the wider economic impact to Swansea's economy. Clearly Swansea's global brand awareness will remain in the short to medium terms as a residual benefit from the Swans time in the Premiership. In terms of visiting fans, the championship has more games so again the direct impact from visitors may be minimal.

| 3 | **Cllrs Steve Gallagher, Lyndon Jones & Miles Langston**

Nowcaster Pollution Warnings.

Further to the article in the Evening Post dated April 27 it is noted that the system warned of poor air quality 7 times in 7 months a trigger rate of 3.33%. I must agree any activation is one to many but to most people this would not be seen as a great problem.
The statement says running costs are low, can the member state what the running costs are?
Additionally, the system will only activate once the trigger level is exceeded, why can't the system be constantly showing a reading, this would be more informative to road users.
However, in relation to the 7 trigger levels could the Member please advise as to any reason behind this, e.g. a road accident causing hold ups, any events which again cause a hold up, were the weather conditions a contributing factor. From these contributing factors an action plan can be developed.

Response of the Cabinet Member for Environment & Infrastructure Management

The authority already has a legal obligation to have an air-quality action plan, as it declared air-quality management areas some years ago. We are working on the latest version of the action plan. This is in draft and will be fully consulted on over the next few months. We have a statutory obligation to monitor and assess air-quality, so a considerable amount of work has been undertaken over the last 10 years to collect good quality data on traffic flows, weather conditions and air pollution. In addition a significant amount of officer time was dedicated in the past to create the Nowcaster system over an extended period. Fortunately this means that the Nowcaster running costs are only for automatic data transfer and servicing some of the extra automatic traffic counters installed to improve the model. Along with probable maintenance on the roadside electronic message signs, this is an annual cost of less than £20,000.

Swansea does not meet certain legally binding air-quality standards, which at the moment, are set as annual averages. The action plan management system we have designed is looking at, which time, on which roads, are high levels of the key pollutant likely to occur. The reason for this is to have a system which responds to the weather conditions and the road traffic congestion, which combined with the local topography built into our computer model, responds at the right time and place to deal with the peak values, which usually occur on winter mornings. This is aiming to reduce the number of days each year when those peaks are high enough to push the annual average over the limit on those particular streets. The legal standards only apply where there are receptors (usually somebody's home) and currently there are three areas left in Swansea which are still non-compliant. The Nowcaster system was designed to deal with the Lower Swansea Valley area as it suffers particularly from this combination of topography, weather conditions and congestion. The trigger currently set for the messages has simply been calculated by officers to capture those peaks and the number will |

obviously vary depending on weather conditions throughout the autumn and winter. This trigger level can be changed in the future as we review the data. Therefore it is important to understand that the number of triggers each year does not indicate whether we have a serious problem, it is the fact that we must lower the annual average in these parts of the city.

It was decided not to have continuous air-quality messages as most people would ignore these fairly quickly, but by reminding people at the right time it is hoped to expand drivers knowledge of when their emissions are adding to the problem. Given the nature of the city it was not seen as practical to bring in more draconian measures, as this was just likely to generate more areas of failure, as drivers try to avoid the areas of control. The Nowcaster model does already drive other systems via our website to pass on a huge amount of information to interested parties and we are also developing apps to pass on information easily via smartphones.

4	**Cllr Steve Gallagher** Reaction to Weather Disruptions. To Cabinet Member Clive Lloyd. As you shall be aware the "so called Beast from the East" at the end of February 2018 which the authority responded to by closing schools and thus causing issues for some parents did not actually cause issues in the majority of the City & County of Swansea area. I am fully aware that we may respond to the information we have. However, as a result of the actions taken what lessons have been learned, and what is the authority doing with this information. Were any Council members (Emergency group) consulted or made aware of the process. Was the Emergency Control Room used. If so how did it work. It is also noted that no warning email with any information was circulated, however this was the opposite experience for the storm expected on 18th March, when 2 emails and notices were received, although the promised update from the email of 16th March sent by officers was not received (if sent). I would ask the Cabinet Member to comment please. **Response of the Cabinet Member for Business Transformation & Performance** 1. On the 1 of March the Corporate Management Team met with Senior Officers from key Council services and unanimously decided to close non critical services in the interest of public safety. This was done in the knowledge that an Amber alert had been issued for Swansea, which predicted significant impact for the City and County. In addition a Red Alert, the first for many years, had also been put in-place to the east, and this was causing significant disruption to transport and services. Staffing levels were also a concern due to the closures of schools in neighbouring authorities and significant travel disruptions which prevented staff from attending work. Our focus at this point shifted to maintaining critical services, supporting the vulnerable and assisting ABMU with the transportation of key staff. 2. The Head of Corporate Communications sent a circular containing relevant information pertaining to this, to all e-mail users on the 1 March as agreed by

	CMT. Prior to this, the Leader of Council was fully briefed. In line with the correct protocol in this instance, decisions needed to be made quickly by officers to protect public and staff safety. 3. For information, Schools individually make the decision to close or remain open based on the judgement of the Head Teacher and Governors and this depends on the conditions on site, staffing levels, risk etc. 4. The Emergency Control Centre was stood up on the 1st of March. One of the tasks was to scope 4x4 vehicle capacity and liaise with South Wales Police. This worked successfully and assisted greatly in co-ordination with our key partners. For information, Swansea Council was part of SWLRF Silver meetings on both events. 5. On the 16th March Amber alert emails were sent out primarily aimed at raising awareness and ensuring Services considered their Business Continuity arrangements. 6. I am assured that our planning and the arrangements put in-place worked extremely well. This was reinforced by our partners particularly from ABMU, who singled out Swansea Council for their support. In addition, due to our planning and deployment, we were able to offer mutual aid to neighbouring authorities. While there will always be lessons that can be learned, I feel that this was by the far the most co-ordinated and effective response to adverse weather that Swansea Council has had, reinforcing the value of having our own dedicated Emergency Management Service. It is a credit to all those Swansea Council Departments and employees involved that we were in such a strong position to deal with the impact of any weather should it have arisen.
5	**Cllrs Lyndon Jones, Miles Langstone & Will Thomas** The news that Virgin Media are to close its call centre in Swansea, is not only devastating news for the Swansea, but a personal tragedy for each of its loyal employees. We hope this decision can be reversed. However, it is equally important that any employees who are made redundant receive all the necessary support. Can the Leader let us know what contact the Council have had with the company since this announcement and if so, what was the outcome. **Response of the Leader** Leader and Chief Executive have met with Virgin Media on site to talk to the company executives to persuade them to reconsider the decision. The decision is subject to a 45 day consultation period and I am confident that the representations from the staff and unions will be properly considered by the company. At the conclusion of this period, a Team Swansea approach is being prepared, led by Welsh Government, to ensure appropriate support is in place for any affected employees.
6	**Cllrs Will Thomas & Miles Langstone**

We are sure the whole Council is equally disappointed in seeing Swansea City AFC relegated from the Premier League, not only for footballing reasons but also the economic benefits that come to the city with Premier League football.

Could the Cabinet Member please give information on what economic impact relegation will cause the council, including the stadium lease, naming rights, and what effects this will have on the rollout of 3G pitches in the County and which projects specifically (if any) this will effect.

Response of the Leader

Please see response to Question 2 above.

7	**Cllrs Peter Black, Mike Day & Gareth Sullivan** Will the Cabinet Member make a statement on the future of YGG Felindre and Craigcefnparc schools. **Response of the Cabinet Member for Education Improvement, Learning & Skills** The Council has a statutory responsibility to review the future sustainability of educational provision. We seek to involve stakeholders at the earliest stage to inform any decision as to whether to consult on a formal proposal and this provides an opportunity for issues of concern as well as alternatives to be raised and hence inform any report to Cabinet. It will then be a matter for Cabinet to decide whether to support any such proposal and commence statutory consultation. Any such proposal will be subject to the appropriate statutory consultation processes which will allow schools and parents etc. to raise any concerns and make any alternative suggestions. Any such responses would be carefully considered at the proper time and reported back to Cabinet to decide whether or not to proceed. It would be inappropriate to pre-empt future Cabinet decisions and comment on concerns in advance of the full context and detail for any potential proposal.
8	**Cllrs Wendy Fitzgerald, Gareth Sullivan, Sue Jones** After the recent decision of Merthyr Council to vote against building a new primary school on a village's only playing field and to construct it instead on the site of the former school, does the Cabinet Member consider it's time to reconsider the proposal to build a new school in Parc y Werin, given the opposition of so many Gorseinon residents, and to locate it on the site of the existing Gorseinon Junior school in line with the original QED 2020. **Response of the Cabinet Member for Education Improvement, Learning & Skills**

The decision referred to above differs significantly from the Council's proposal to deliver a new build Gorseinon Primary School and the issues in relation to the site have been discussed fully and repeatedly. A small minority of local residents have continued to seek to delay the delivery of these much needed facilities for the children in Gorseinon and it would be inappropriate for me to comment further whilst the latest legal processes are resolved. The latest challenge is now with the Planning Inspector and we are awaiting their decision. However there are no plans to consider relocation.

9	**Cllrs Jeff Jones, Chris Holley & Mary Jones** At the end of the financial year ending April 2018, the Authorities borrowing stood at over £600m resulting in financial repayments over £32m per annum. Considering the Councils' plans to borrow over £200m for projects including schools and the City Deal, what will be the projected borrowing for the next 4years and what additional financing repayments will the Authority incur. Will the Cabinet member give a complete breakdown of all projects and the borrowing requirements against each project. **Response of the Cabinet Member for Business Transformation & Performance** The Council external borrowing is not as stated over £600 million. As set out in the Treasury Management Strategy Statement the average estimate for 2018-19 is debt starting at under £520m and growing to £570m by 2021/22. This is before taking into account additional borrowing for the city centre and city deal but including already approved Band B capital plans. External debt is growing as the well flagged need to externalise borrowing and lock into historically low rates crystallises. Indeed the s151 officer advises that £60m has now been locked in at long term exceptionally low rates in recent months as part of the agree externalisation strategy and borrowing powers which are delegated to him. The Council's approved plans with respect to capital, capital borrowing and financing , are fully set out in the budget and medium term financial plan approved by Council only in March. I do not intend reissuing the budget papers, merely signpost the questionners to the papers already approved. In terms of forecast increases in capital financing these are currently set out in the budget report and medium term financial plan (cumulatively) as follows (both existing and new capital programme): 2018/19 £1.5m 2019/20 £3.25m 2020/21 £6.5m 2021/22 £8.5m It has also been indicated clearly that peak financing costs are likely to be £15m per annum by 2025/26. The capital programme to date was also approved on 6 March which clearly sets out timing of borrowing approved to date . All additional schemes and their financing will come in due course to Cabinet and until these are brought

	forward and approved there is no further capital programme to breakdown. As part of the arrangements for accessing city deal funding in particular the business cases have to go for approval by the UK and Welsh governments as well as through the regional arrangements. Those final regional arrangements themselves are yet to come to Council for consideration and a recommendation for approval. Rest assured the size of the schemes and their importance to regenerating Swansea means that they will be fully brought before Cabinet in due course.
	Part B – No Supplementaries
10	**Cllrs Irene Mann & Peter May** On July 4 2017, the Planning Committee voted the advice against including a 'non-sandwiching' policy in the Supplementary Planning Guidance for HMOs to be re-examined. They departed from the opinion of the report which is reproduced below. "A non-'sandwich' policy was put forward by the public in consultation responses i.e. the prevention of HMOs being located either side of a non HMO property. Such an approach has been researched further by Officers and Lichfields. However, it is considered that such an approach would be too restrictive, particularly within the HMO Management Area. Furthermore, this approach serves to protect the interests of an individual property, rather than the wider public interest and national guidance makes it clear that it is not the role of the planning system to protect the private interests of one person against the activities of another. It further notes that development should be considered with regard to its effect on the amenity and existing use of land and buildings based on general principles reflecting the wider public interest, rather than the concerns of the individual. Therefore a non-'sandwich' policy has not been added to the SPG." a. How can this original stance be justified, bearing in mind the U turn that the council has now made on a non sandwiching policy which now appears to be the norm with other councils? In the meantime Rhondda Cynon Taff council have finished published their draft document, finished consulting on it and have implemented their policy. In addition to the inclusion of a non-sandwiching policy, they are including a non-clustering policy too. Non-clustering means that an HMO cannot be granted if the property is next door to an existing HMO. Worcester City Council have included non-clustering in their policy since 2014. This is Rhondda Cynon Taff's how draft SPG policy presents non sandwiching and non clustering policies. "This policy seeks to reduce effects of HMOs at the most local level. A non-sandwiching approach is adopted by many authorities who consider that C3 dwellings should not be enclosed and affected by recognised HMO impacts. Similarly, preventing a very small cluster of HMOs will reduce the local impacts on neighbouring properties and will also prevent an over

concentration at the very localised level. It should be acknowledged that such scenarios already exist in many parts of Treforest, although it is intended that there is prevention of the practice in the future."

On speaking with Rhonnda Cynon Taff's planning department, it was ascertained that they did all their work and research on the policy in house. They did not engage external consultants. Swansea Council have engaged the services of Cardiff based planning consultants Lichfields.

b. How much money has been paid to Lichfields to date, and how much in total will be paid to them.

Response of the Cabinet Members for Delivery and Homes & Energy

a. Litchfields were originally commissioned in September 2016 for a fee of £24,950 to produce a comprehensive planning strategy and policy framework for determining planning applications for HMOs and purpose built student accommodation developments in Swansea, including the following key tasks: undertake extensive evidence base review, stakeholder engagement, public consultation exercise, production of draft and final versions of supplementary planning guidance (SPG), and attend multiple meetings including Planning Committee. The use of expert consultants ensured that the work undertaken was independent and as robust as possible, and importantly, that it could be progressed in a timely manner given the requirement for resources of Planning officers to be committed to the LDP Examination. This commission ended on July 2017, when Members of the Council's Planning Committee resolved not to adopt the final version of the SPG that had been produced.

Litchfields were subsequently re-commissioned in September 2017 for a fee of £15,000 to undertake further work that was necessary having regard to the resolutions of the July 2017 Planning Committee, including: a further review of the evidence, data analysis and testing, additional stakeholder engagement, consideration of the impact of imposing different HMO threshold limits (including the impact of introducing a 15% threshold in certain areas); assessing the potential for introducing a policy approach that precludes 'sandwiching' of non-HMO properties by HMOs, and the production of revised recommendations for new SPG/planning policy on the issue of HMOs and purpose built student accommodation. The use of the same expert consultants ensured consistency of approach, and maintained the independent and robust, evidence based approach. A re-commission of the independent consultants was the only viable means of progressing the further work required as a result of the Planning Committee decision in July 2017, given that the resources of Planning officers are fully committed to the LDP Examination at this time.

b. The Welsh Government Minister for Energy, Planning and Rural Affairs wrote to all Councils in Wales to advise that their detailed planning strategies for determining HMO applications should be included within LDP planning, rather than being included in Supplementary Planning Guidance (SPG). This responds to the repeated scenarios that have arisen of Council's having HMO appeals allowed by Planning Inspectors, even threshold targets in SPG are being exceeded. Only Development

Plan policies have legal status under the provisions of the Planning and Compensation Act 2004. The Council must therefore amend its Deposit LDP having regard to the Ministers letter, and also the issues that have been raised by the Planning Inspectorate during the LDP examination, who have similarly resolved that the Council should include matters such as specific over-concentration levels within its Plan policies. The Planning Inspectorate and Welsh Government are clear that these must be based on evidence, and have regard to existing concentration levels. The amended policy, defines a HMO Management Area and will limit concentration levels within this area to 25% based on the available evidence. In all other parts of the city the level will be set at 10%. Other measures included in the proposed LDP policy mean that a radius approach of 50m will be used to look at concentration levels and a no-sandwich policy will also look to be adopted to prevent properties being isolated between two HMOs. There is also a proposed additional layer of protection for 'small streets' that are characteristic of some areas of Swansea, where the policy proposes that an additional restriction on a street saturation basis be employed.

The proposed amended policy on HMOs has had regard to the representations made by residents during the periods of public engagement undertaken by Litchfields with the Planning Authority. By including these concentration levels in our planning policies, we will have a much more robust planning process in which we can control HMO numbers in communities. This will avoid the scenario of refused HMO applications being overturned by individual planning inspectors, on the basis that the levels are enshrined in a LDP policy and are based on the extensive evidence base that has been produced in collaboration with expert consultants. An Examination Hearing will be held to discuss HMO issues later in the summer, on a date yet to be announced by the Planning Inspectorate, which will discuss the proposed policy and hear all the evidence. Following this, a public consultation will take place later in the year to consider all the amendments to the Deposit LDP including the changes to planning policies.

The amended LDP policy highlights that the Council will also prepare and adopt SPG on the issue of HMO development, which will be subject to a process of public consultation. The SPG will provide prescriptive detail on how LDP Policy H9 should be implemented, defining the methodological approach for calculating HMO concentrations, and including a number of worked examples to show compliance and non-compliance based on the policy criteria to illustrate how the policy should be applied. The SPG will also further augment the policy in respect of the background and justification to its specific aims and criteria (such as 'small streets' and 'non-sandwiching'), and will provide details on acceptable amenity standards/room sizes and examples of exceptional circumstances that may apply to justify any departures from the thresholds. It is intended that a draft version of SPG on the matter will be produced for public consultation at the end of 2018, however the exact timescale is dependent on whether the Examination is closed by the Inspectors at the end of the Summer. There must be a degree of clarity as to whether the Planning Inspectors accept the principles of the proposed LDP policy on the matter of HMOs before an SPG is drafted, which will supplement that policy. The

	adoption of a final version of an SPG would follow soon after the adoption of the LDP, which is programmed for the end of 2018. It should be noted that the inclusion of the non-sandwiching approach within the amended LDP policy has had regard to the following advice from its expert consultants Litchfields as part of its re-commission in September 2017: *'A policy response such as 'nonsandwiching' that implies an 'in principle' negative impact associated with the notion of residing next door to a HMO rather than a (potentially very large/intensive) C3 use, is problematic. Particularly if this approach is taken regardless of whether any other HMOs are present in the street or radius area. Notwithstanding this, Lichfields recognise that other Authorities are trialling this approach, and that some of the specific issues highlighted by stakeholders that have been identified as being particularly associated with HMO use could potentially be argued to be, in planning terms, material considerations as to whether a HMO either side of a C3 use is appropriate or not. As such, this policy could be trialled as an appropriate policy response, and any Appeal outcomes that arise out of this approach being challenged could be monitored accordingly to examine whether the policy is sufficiently robust and effective.'* Therefore the inclusion of the non-sandwich approach is in response to the representations made by residents during the periods of public engagement undertaken by the Planning Authority with Litchfields, and on the basis that the consultants have advised that despite the potentially problematic nature of this approach, which they have consistently highlighted to the Council, it is an approach that could be monitored for its effectiveness and robustness through any appeal outcomes.
11	**Cllrs Irene Mann & Peter May** Thursday 10 May, there was an article in the Evening Post about planning policy for Houses in Multiple occupation. The article contained quotes from three cabinet members. For clarification, was the article an official council press release or a political press release. **Response of the Leader** A corporate press release about the LDP and HMOs was sent to the Evening Post. The press release quoted Cllr David Hopkins, Cabinet Member for Commercial Opportunities and Innovation, and Cllr Andrea Lewis, Cabinet Member for Housing, Energy and Building Services. There were no quotes in the press release from a third Cabinet Member.
12	**Cllrs Irene Mann & Peter May** In the Evening Post article about planning policy for Houses in Multiple occupation dated 10 May, the council leader says: "We believe the 25% limit is defendable".

The article states that this 25% limit would apply to "residential streets in Uplands and surrounding streets". All other areas would have 10% limit.

To emphasise this cabinet member stated: "By including these concentration levels, in our planning policy, we will have a more robust process in which we can control HMO numbers in our communities."

In 2017 Bath council adopted a single 10% limit across the city revising their previous 25% limit that had been adopted in 2013.

We have been in correspondence directly with the planning policy department of the Welsh Government.

They have stated to us: "<u>It is for individual Authorities to consider the balance of costs and benefits in their particular area in deciding whether or not to have specific local policies in their LDP to control the number of HMOs</u>. Typically, such policies involve a threshold approach to determine whether an area has reached a point at which further HMOs would have a harmful effect; however this, and the appropriate threshold (or thresholds), is a matter for each Authority to consider based on local evidence. As with all LDP policies, any policy on HMOs should be supported by robust evidence which will be tested through the LDP Examination"

Their response clearly gives choice to councils on what policy path to choose to justify. They mention a threshold approach but do not compel a council to have a two-tiered threshold.

Bath as far as HMO concentrations, positioning and volumes go, is not dissimilar to Swansea. In short, Bath has areas of the city which exceed a 50% HMO concentration. However, this city has consciously chosen to build robust evidence justify a 10% city wide approach which distributes the HMO fairly.

The comments from the cabinet in the press article suggest that Swansea favouring a two-tiered threshold concentration approach and is choosing to build evidence to support this model.

This approach counteracts the evidence of the National HMO lobby that a 10% concentration is the tipping point as the threshold beyond which balanced communities become unbalanced, based on comprehensive research.

Would the cabinet be prepared to reconsider their stance and proactively encourage building an robust case for a 10% city wide policy, as Bath have demonstrated.

Response of the Cabinet Members for Delivery and Homes & Energy

Local Planning Authorities are not compelled to have two-tiered thresholds. Rather, they must produce a planning policy framework that is based on a thorough analysis of the prevailing local circumstances and evidence. The Planning Authority, with the commissioned expert consultants, have considered in depth the potential and merits of a range of policy options for

	Swansea, based on the evidence that applies to our own Council administrative area, rather than the City of Bath. This has been done following engagement with the public and a range of stakeholders and affected parties. It is this comprehensive process that has underpinned the proposal for a two-tier approach. The suggestion that the Council has selected a two tier approach from the outset and then chosen to select and build evidence to support this approach is not correct. A thorough analysis of the evidence has demonstrated that a 10% County wide limit would not be appropriate or reasonable for Swansea for a number of reasons, including failing to reflect evidence about differences in the character of areas and existing HMO concentrations, and unacceptably supressing affordable housing choice in areas of significant demand. A detailed account of the underpinning evidence from which the policy approach has been formulated is set out in the documentation published for the LDP Examination, which is available to view at https://www.swansea.gov.uk/ldpexamination
13	**Cllrs Kevin Griffiths, Peter Black & Wendy Fitzgerald** Should The Hollies Day Centre close has any consideration been given to service users and staff being given alternative accommodation in The Hollies Residential Home rather than transporting them to other venues. **Response of the Cabinet Member for Care, Health & Ageing Well** Following consideration of the consultation responses, should a decision be taken to remodel day services and reduce the number of sites over which the service is delivered, any affected individual will have a reassessment of their needs and an individual plan agreed to ensure that their needs remain well met. For some individuals this may mean that they continue to receive a day service but from a different site. In practice this may well be at a site closer to where they live as current users of the Hollies Day Service aren't necessarily living locally. Other individuals may be supported to access different community based services as long as these services are appropriate to support their needs remaining well met. The vast majority of staff working in the Holies day service also work in the residential home and we remain confident that in the event of any decision affecting the day service, any staff that don't work in the residential home will be supported to take up other opportunities either in Adult Services or the wider Council.
14	**Cllrs Lynda James, Mike Day Sue Jones** A large number of Appeals to Special Education Needs Tribunal For Wales (SENTW) have been upheld. Considering Swansea was top of the list in Wales in 2016/17 for losing Appeals has the Authority taken steps to redress this situation.

Response of the Cabinet Member for Education Improvement, Learning & Skills

The City & County of Swansea has a high number of children with additional learning needs.

The LA is strengthening its parent partnership and early disagreement and dispute resolution services by the appointment of a Family Liaison Officer as well as looking at its paperwork and procedures and aiming to provide information in a friendlier and more timely way. Advocate groups for children recommend appealing to Tribunal to secure provision even before entering into discussion with the LA. Some appeals do not go on to a hearing as the authority reaches an agreement with the appellants before a hearing, however these are recorded by SENTW as being upheld if an appeal has already been lodged.

The current funding formula also provides an incentive for statutory assessment requests which have risen as learners with Statements are funded on 80% of actual cost. We are addressing this through a joint working group to look at the formula.

There is a national lack of specialist provision, particularly for Autistic Spectrum Disorder (ASD). Swansea has provided three new ASD Specialist Teacher Facilities (STFs) which opened this year and additional places are planned at Pen Y Bryn Special School.

A number of appeals direct the authority to provide Applied Behaviour Analysis (ABA) programmes through qualified ABA consultants and this further drives additional appeals. The Council will look at strengthening the ALN team and the necessary support going forward'

The ALNET Act 2018 gives the authority an opportunity for better co-production with families, children and schools to reduce the number of appeals being lodged in the first place.