

Scrutiny Work Planning Conference

12th May 2016

Lord Mayor's Reception Room, Guildhall

Agenda

4.00	Welcome	Councillor Mary Jones
4.05	Introduction <ul style="list-style-type: none">• Aims for the conference• Overview of the work planning process• What Makes a Good Topic?	Dave Mckenna
4.10	Current Work Plan <ul style="list-style-type: none">• Update on last year's priorities• Business as Usual Items• Collaborative Scrutiny	Dave Mckenna
4.20	Corporate Priorities – Directors' Overview <ul style="list-style-type: none">• Outline of the Council's Priorities and the main strategic challenges facing the Council.	Mike Hawes, Corporate Director (Resources)
4.40	Suggestions for the Work Programme <p>From:</p> <ul style="list-style-type: none">• Councillors (survey)• Cabinet (survey)• Staff (survey)• Public (relevant consultations)	Dave Mckenna
4.50	Small Group Discussions <ul style="list-style-type: none">• What should be the work plan priorities for 2016/17?• Is anything important missing?• Is the balance right across Cabinet portfolios?	All
5.30	Feedback and Conclusions	Dave Mckenna
6.00	Close	Councillor Mary Jones

Attachments:

1. Presentation Slides
2. Work Programme Headlines 2015-16
3. 2016-17 Current Work Programme
4. Council Priorities – Director's Overview
5. Work Programme Topic Suggestions
6. Cabinet Portfolios

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Slide 1

The Fifth Annual Scrutiny Work Planning Conference

12th May 2016



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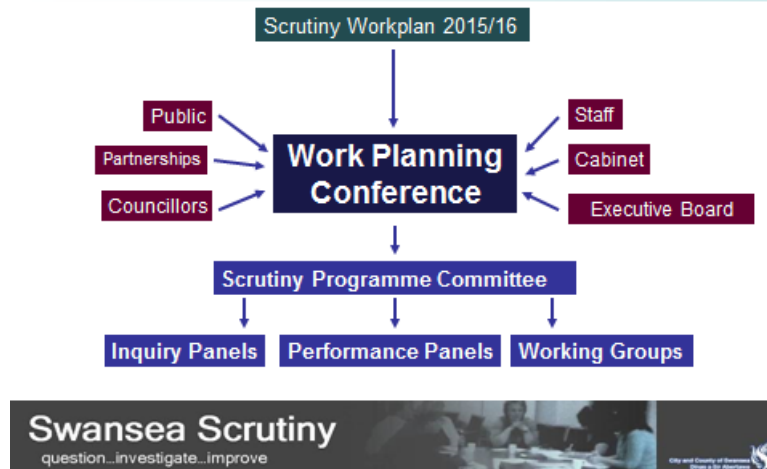
Aims for Today

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



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Developing the New Workplan



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What Makes a Good Workplan?

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

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



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What Makes A Good Topic?

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



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Current Workplan



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Last Year's Suggestions

- Building Sustainable Communities
- Tackling Poverty
- Child and Adolescent Mental Health Services
- Tethered Horses
- City Centre Development
- Elective Home Education
- Transition from Child & Family to Adult Social Services
- Corporate Building Services



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Planned Work

- Transition from Child & Family to Adult Social Services
- Sustainability / Food Security
- Corporate Building Services
- Roads / Highway Maintenance



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Business As Usual Items

- Performance Panels
 - Schools
 - Service Improvement and Finance
 - Child and Family Services
 - Public Services Board *Statutory Item
 - Adult Social Services *New
- Cabinet Member Q&As
- Crime and Disorder *Statutory Item
- Pre-decision
- Unforeseen Items



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Commissioning Reviews

Underway (Pre Decision Scrutiny June–Nov)

- Waste Management
- All Residential and Day Care Services provided via Learning Disability, Mental Health and Physical Disability Services
- Corporate Building & Property
- Highways & Transportation - Cross Cutting
- Family Support
- Parks and Cleansing



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Commissioning Reviews

About to Start (Pre-Decision Scrutiny Dec – Feb)

- Additional Learning Needs / Special Educational Needs
- All Housing & Public Protection
- Planning Services/Economic Development/City Centre



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Collaborative Scrutiny

- Western Bay scrutiny under development
- ERW Councillor Scrutiny Group established



Slide 13

Council Priorities and Strategic Priorities



Slide 14

Suggestions for the Workplan

- Councillors (survey)
- Cabinet (survey)
- Staff (survey)
- Public (relevant consultations)



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Group Discussion

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



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Summary and Close



Work Programme Headlines 2015-16

- 4 Inquiry Reports published (in-depth scrutiny):
 - **Corporate Culture**
 - **Education Inclusion**
 - **Gypsy & Traveller Site Search Process** (*response awaited*)
 - **School Governance** (*response awaited*)

A Cabinet response to the **Social Care at Home** inquiry was also received in the last year.

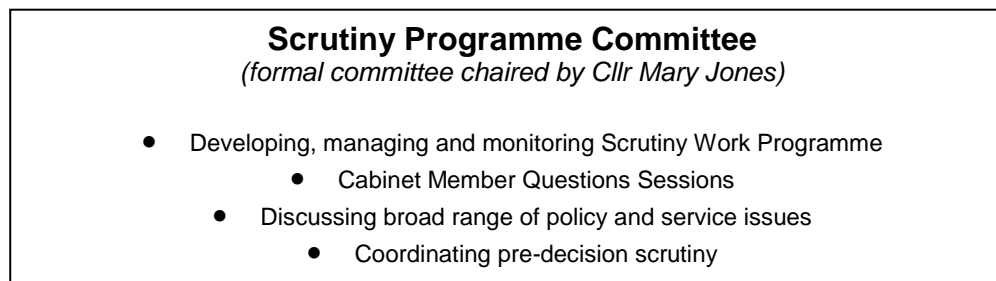
Of the 3 reports considered by Cabinet so far – 97% of recommendations accepted in full or part

- Inquiries underway into **Child & Adolescent Mental Health Services, Building Sustainable Communities** and **Tackling Poverty**.
- Impacts made by previous scrutiny inquiry recommendations:
 - **Economic Inactivity**
 - **Attainment & Wellbeing**
 - **Inward Investment**
 - **Public Engagement**
 - **Streetscene**
- Committee **Cabinet Member Q & As** – all Cabinet Members involved. Included discussion on concerns about the appropriation of land at Parc Y Werin, Gorseinon for new build of Gorseinon Primary School raised by a member of the public.
- Crime & Disorder Scrutiny – Performance of **Safer Swansea Partnership** examined by committee.
- Pre-decision Scrutiny - 6 cabinet reports were subject to pre-decision scrutiny (**Education Other Than At School; Disposal of Former Penllergaer Civic Centre; Development of City Centre Sites; Abergelli & The Beeches Alternative Day Services; Council Budget; School Music Service**)
- Performance Panels - provided in-depth monitoring and challenge for these service areas:
 - **Service Improvement & Finance**
 - **Schools**
 - **Child & Family Services**
 - **Local Service Board** (*multi-agency Panel*) NB – now the *Public Services Board*

A separate Panel with a specific remit to focus on the **Transformation of Adult Social Services** also met. This work has recently concluded and the Committee has established a new Performance Panel for Adult Social Services.

- Started scrutiny of the **Education through Regional Working (ERW)** regional school improvement service. A regional Scrutiny Councillors Group has been established to coordinate scrutiny work across the region and ensure a consistent approach.
- Working Groups - provided opportunity to discuss the following topics:
 - **Sustainability**
 - **Civic Events**
 - **Local Flood Risk Management**
 - **Tethered Horses**
 - **Welsh Housing Quality Standard**
 - **Tree Preservation**
- 96 Panel / Working Group meetings have been held.
- 71 Letters to Cabinet Members – effectively ‘mini-reports’ with conclusions and proposals from scrutiny – and responses. Average response time 20 days (against target of 21 days). 79% have been responded to within time (47 letters).
- Scrutiny Dispatches – quarterly summary of the headlines from the work of scrutiny presented to council focussed on impact and how scrutiny is making a difference - resulted in increased media coverage both in the Evening Post and Swansea Bay Radio.
- Agreed improvement outcomes to focus on areas for improvement.
 - We need to talk more to cabinet members so that we can plan better and ensure that our work is making a difference.
 - We need to align the work of scrutiny more closely to the five corporate priorities so that we can focus and impact on the things that matter.
 - We need more briefings and development sessions so that we have the knowledge and skills we need.
 - We need more coverage in the media so that the public are more aware of our work.
 - We need more members of the public contributing to scrutiny meetings so that we can reflect their views in our work.
 - We need closer links with regulators and inspectors so that we can provide a more coordinated and effective challenge.
- Development Sessions on **Children’s Rights (UNCRC)** and Scrutiny of **Community Services**

2016 / 2017 Current Scrutiny Work Programme



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

In progress	Carried Over	Completed (for follow up)
<ul style="list-style-type: none"> • Child & Adolescent Mental Health Services <i>(completion due June)</i> • Building Sustainable Communities <i>(completion due June)</i> • Tackling Poverty (planning stage) 	<ul style="list-style-type: none"> • Sustainability – Food Security • Transition from Children to Adult Social Care 	<ul style="list-style-type: none"> • Social Care at Home • Corporate Culture • Education Inclusion • School Governance • Gypsy & Traveller Site Search Process

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

<ul style="list-style-type: none"> • Service Improvement & Finance • Schools • Child & Family Services • Adult Social Services • Public Services Board
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Working Groups:
(one-off meetings)

In progress	Carried Over
<ul style="list-style-type: none"> • Local Flood Risk Management <i>(the committee has agreed that this Working Group should meet annually to review flood risk plans)</i> • Civic Events <i>(the Convener requested a follow-up meeting to address a number of issues that the Working Group felt needed further consideration)</i> 	<ul style="list-style-type: none"> • Corporate Building Services • Roads / Highway Maintenance

Performance Panels:

- **Service Improvement & Finance Performance Panel:**
 - Quarterly / End of Year Corporate Performance Monitoring
 - Quarterly Budget Monitoring
 - Corporate Improvement Plan
 - Wales Audit Officer Annual Improvement Report
 - Budget Scrutiny
 - Recycling and Landfill – Annual Performance Monitoring
 - Welsh Public Library Standards – Annual Performance Report
 - New Digital Strategy
 - Pre-Decision Scrutiny of Commissioning Reviews
 - Fees and Charges
 - Corporate Complaints Annual Report

- **Schools Performance Panel:**
 - Challenge Session with 4 Schools (3 identified as Causing Concern or Amber and 1 sector leading)
 - Education Through Regional Working (ERW) Business Plan and progress
 - Looked After Children Educational Performance and Support (annual)
 - Special Education Needs Education Reform Agenda - update
 - Reviewing the Work of the School Improvement Service and looking at how we improve the quality of teaching
 - Pre-decision Scrutiny on ALN/SEN Commissioning Review
 - Annual Education Performance (Verified Data)
 - School Categorisation
 - Sharing Good Practice Across Schools
 - Tools and Techniques for intervention (examine intervention programmes and how effective they are)
 - Estyn Post Inspection Action Plan
 - Annual budget as it affects education matters
 - Progress of literacy and numeracy across the curriculum
 - Pupil Deprivation Grant and how it has been spent
 - Attendance and Exclusions
 - How to build the 4 core principles of a Curriculum for Life
 - How schools are building capacity to manage behaviour in mainstream
 - Safeguarding in Schools
 - Effective networks and collaborations between schools – cluster working
 - The development of curriculum pioneer schools in Swansea
 - Preparedness for school

- **Child & Family Services Performance Panel:**
 - Quarterly Performance Monitoring of Child & Family Services
 - Impact and performance of the Signs of Safety Practice Model
 - Prevention and early intervention – performance and effectiveness
 - Post-16 Service – performance and outcomes
 - Intensive Family Support Service – measuring outcomes
 - Regional Adoption Service – performance and outcomes
 - Disability Strategy
 - Draft Budget
 - Corporate Parenting Strategy
 - CSSIW Inspection Reports – Fostering, Flexible Family Support Service

- **Adult Social Services Performance Panel: (NEW PANEL)**
 - Quarterly Performance Monitoring
 - Overview of Adult Services
 - Adult Services Improvement Plan and Programme
 - Developing a New Performance Management Framework

- **Public Services Board Performance Panel:**
 - Examining what difference the Swansea Public Services Board (LSB) is making for citizens?

SCRUTINY WORK PLANNING CONFERENCE
12 May 2016
COUNCIL PRIORITIES – DIRECTORS’ OVERVIEW

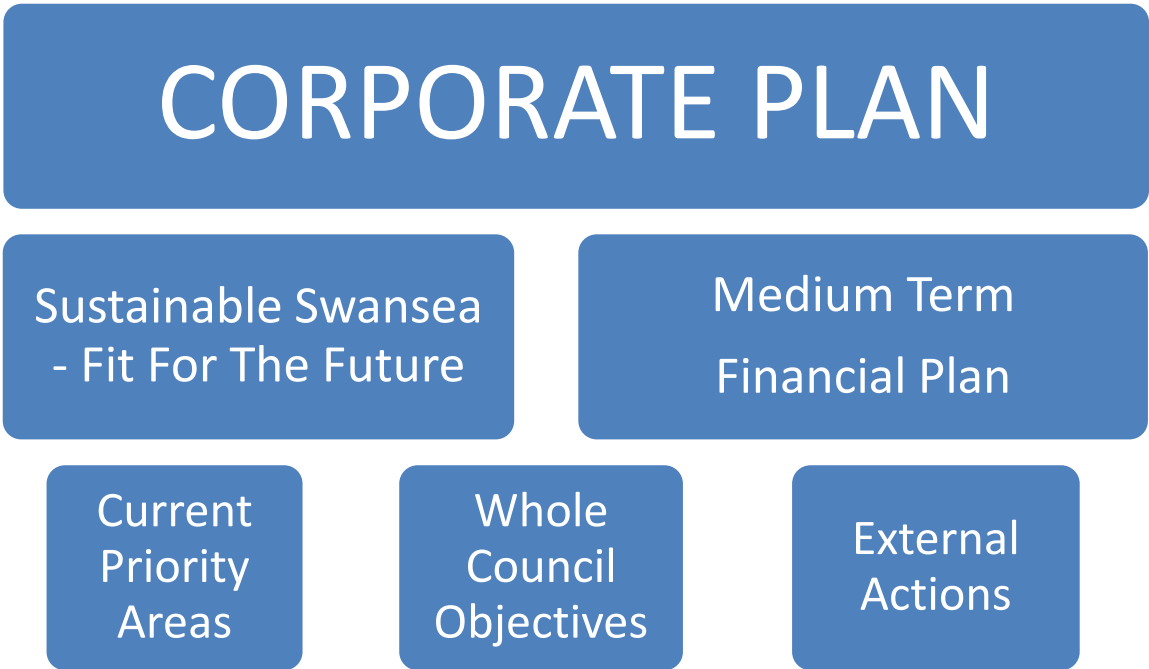
A PURPOSE

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

B BACKGROUND

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

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



C CORPORATE PLAN

The Corporate Plan 2016/17, *Delivering for Swansea* sets out our top 5 Priorities for the medium term as follows:

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

The Priorities are underpinned by 3 key principles:

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

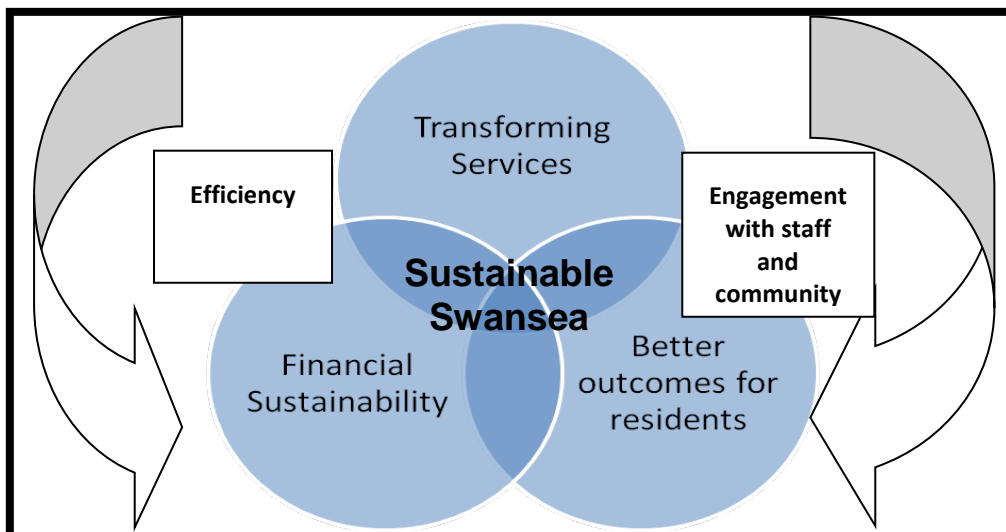
By definition, an increasing amount of our effort and resources will be directed to achieving these priorities. Work has taken place to consolidate the policy commitments within the 5 Priorities.

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

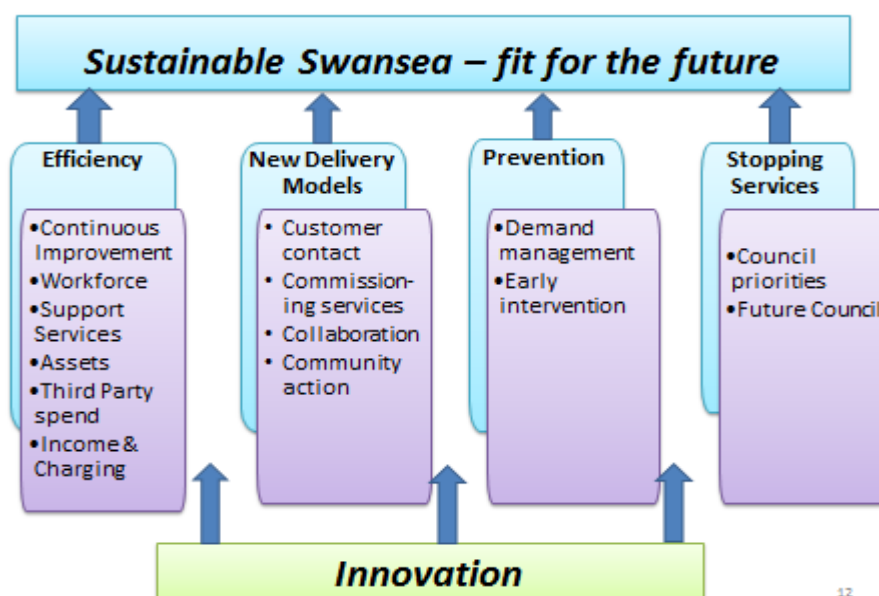
D SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

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

Sustainable Swansea has 3 key objectives:



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



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

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

E MEDIUM TERM FINANCIAL PLAN (MTFP)

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

The current estimate of savings for the next 3 years, 2017/18 to 2019/20, is £80m. The MTFP sets out the following strategic savings targets for major service blocks:

Service	Current Budget £m	Percentage Reduction/Increase over 3 Years	Amount Realised £m
Schools	135.2	2.3	+3.2
Rest of Education	21.1	-15	-3.2
Social Care – Child & Families	38.3	-15	-5.8
Social Care - Adults	66.4	-20	-13.3
Poverty & Prevention *	4.8	+5	+0.2

Place	52.7	-50	-26.4
Corporate Services +	23.5	-50	-11.7
Total	342.0m		-57.0m

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

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

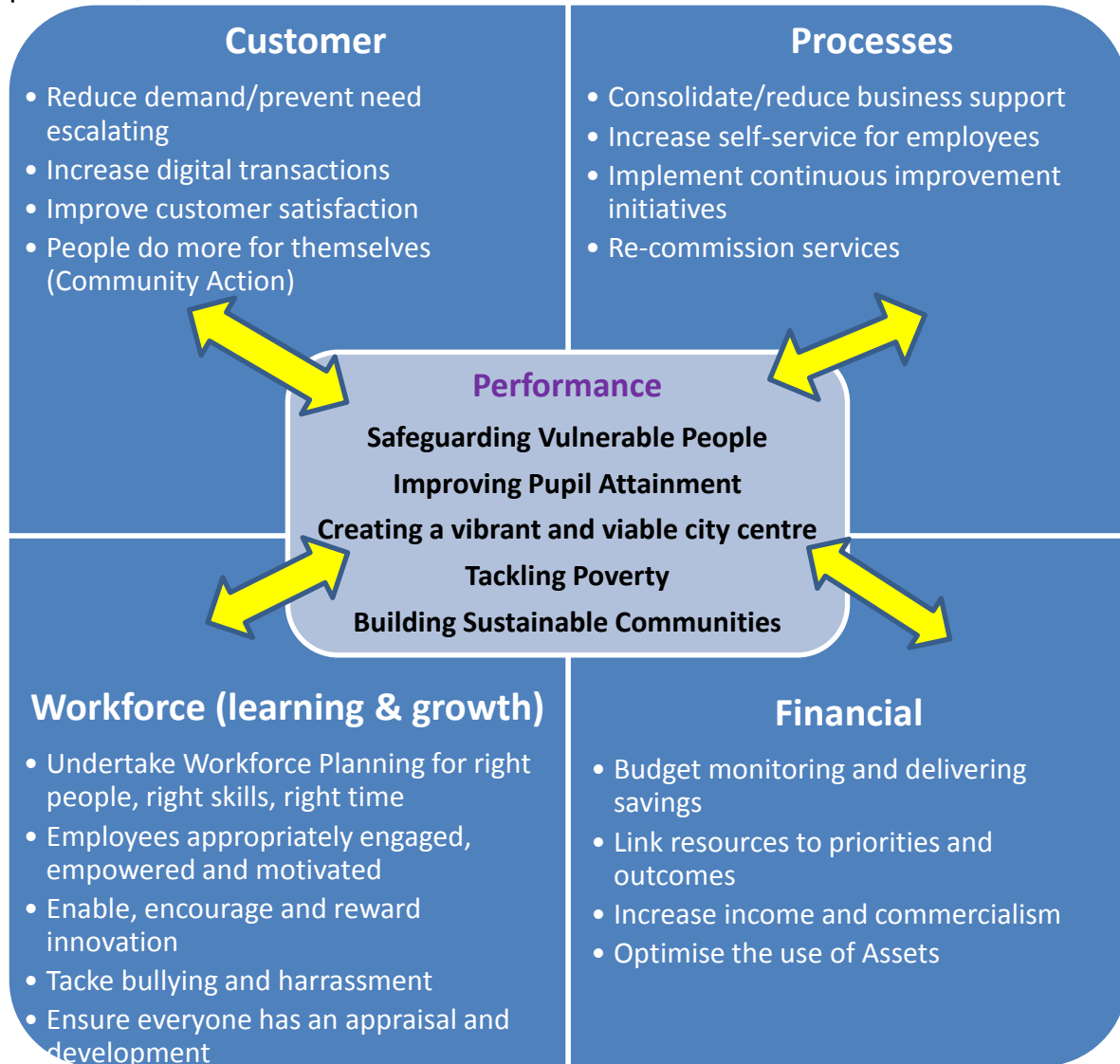
Scrutiny is already engaged in work around the MTFP and budget choices and the new work programme will inevitably include the key decisions during the Autumn and Winter cycles.

F WHOLE COUNCIL OBJECTIVES

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

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

quadrants, as illustrated below:



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

G EXTERNAL ACTIONS

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

EXTERNAL AGENCY	COMMENT
Estyn	<ul style="list-style-type: none">• Improvement Plan following the inspection in 2013• Action plan is in place and monitored by the Chief Executive's Improvement Board
Welsh Audit Office	<ul style="list-style-type: none">• Corporate Assessment undertaken in November 2014• Follow up audit undertaken in April 2016; findings to be incorporated into WAO Annual Improvement Report to be published June 2016
WLGA Peer Review	<ul style="list-style-type: none">• Peer Review undertaken in September 2014• Action Plan has been monitored by the Executive Board• Work to take stock and review the action plan will be undertaken.
CSSIW	<ul style="list-style-type: none">• Report on social care in the Council, reported to Council in Autumn 2014/Autumn 2015• Action Plan being implemented

H CURRENT PRIORITY AREAS

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

KEY STRATEGIC CHALLENGES

- Safeguarding
- Prevention and Demand Management
- Partnerships to Deliver Outcomes
- Radical Service Transformation
- Commissioning reviews of all Council services
- Delivery of the More Homes strategy and pilot projects
- City Regeneration
- Improved Streetscene services
- Innovation Programme
- Performance Improvement and outcomes
- Customer Contact
- Commercialism
- Aspiring to be a Digital Business
- New Business Support Model
- Legislation – Delivering outcomes required by Well-Being of Future Generations Act; Social Services and Well-Being Act; Welsh Language Standard

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Scrutiny Work Planning Conference 2016

Current Work Programme / New Topic Suggestions Received

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff / Partner	Public
FINANCE & STRATEGY (LEADER)					
Service Improvement & Finance Performance Panel (including Strategy for Digital Council / paperless authority)	✓	✓			
Public Services Board Performance Panel	✓			✓	
Budget scrutiny (Service Improvement & Finance Performance Panel)	✓	✓			
Budget monitoring (Service Improvement & Finance Performance Panel) <i>(Risks of budget reductions, how effective budgetary control is being carried out by managers)</i>	✓			✓ (3)	
Tackling Poverty Inquiry	✓				✓
Relevant Commissioning Reviews (pre-decision scrutiny): Corporate Building & Property	✓	✓	✓	✓	
Key Corporate Objectives <i>(The process by which they are determined, how are they monitored and do Cabinet members have any involvement?)</i>		✓			
Relationships with outside bodies (e.g. services transferred / outsourced)		✓			
Inter-agency working with the NHS (monitoring) <i>(to increase jointly provided and jointly funded services)</i>		✓			
Estates / Asset Management <i>(Are land sales maximising profit or meeting corporate goals?)</i> <i>(Performance Monitoring)</i>			✓	✓	
Failed projects <i>(Learning points)</i>				✓	
Council's Performance Management System				✓	

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff / Partner	Public
SERVICES FOR CHILDREN & YOUNG PEOPLE (DEPUTY LEADER)					
Child & Family Services Performance Panel	✓				✓
Child & Adolescent Mental Health Services Inquiry	✓				✓
Transition from Children to Adult Social Care inquiry	✓				✓
Relevant Commissioning Reviews (pre-decision scrutiny): Family Support	✓	✓	✓	✓	
Further monitoring work on Child and Adolescent Mental Health Services <i>(More issues that need to be addressed that haven't been covered in the inquiry)</i>		✓ (2)			✓
Child Abuse <i>(At all ages, when the abuser is close in age to the victim)</i>		✓			✓
Keeping children safe					✓
ANTI-POVERTY					
Tackling Poverty Inquiry <i>(anti-poverty outcomes?)</i>	✓	✓			✓
Relevant Commissioning Reviews (pre-decision scrutiny)	✓	✓	✓	✓	
Strategy for Digital Inclusion		✓			
Allotments (Working Group?) <i>(Increasing the number of allotments is a target in creating an active and healthy Swansea Action Plan)</i>		✓			
Homelessness					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff / Partner	Public
EDUCATION					
Schools Performance Panel	✓				✓
Education Inclusion (Inquiry follow up)	✓				✓
School Governance (Inquiry follow up)	✓				✓
Relevant Commissioning Reviews (pre-decision scrutiny): Alternative Learning Needs / Special Education Needs	✓	✓	✓	✓	
School to School Support / Joint Cluster Working		✓		✓	
Preparedness for School		✓		✓	
Effectiveness of Education Intervention Programmes		✓		✓	
Education Service Level Agreements <i>(Are they value for money?)</i>		✓			✓
Local Authority Governors <i>(Maximising the potential of this resource in school effectiveness)</i>		✓			✓
ENTERPRISE, DEVELOPMENT & REGENERATION					
Relevant Commissioning Reviews (pre-decision scrutiny): Planning Services / Economic Development / City Centre	✓	✓	✓	✓	
Planning Services <i>(Working Group? How is the Planning Committee working ; how does it interact with the public and developers?)</i>		✓ (2)			
Libraries (Working Group?) <i>(achievement of savings?)</i>			✓		✓
Archive Service					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff / Partner	Public
ENVIRONMENT & TRANSPORT					
Local Flood Risk Management Working Group	✓				
Roads / Highway Maintenance Working Group (e.g. effectiveness of the PATCH scheme)	✓	✓ (3)			
Relevant Commissioning Reviews (pre-decision scrutiny): Highways & Transportation; Parks and Cleansing	✓	✓	✓	✓	
Dog fouling (monitoring)		✓			
Residents Parking Policy (Working Group)			✓		
Gritting Routes / Service					✓
Abandoned Vehicle Service					✓
NEXT GENERATION SERVICES					
Review of Gypsy & Traveller Site Search Process (follow up) (Scrutiny Programme Committee)	✓				
Corporate Building Services (Working Group)	✓	✓ (2)			
Relevant Commissioning Reviews (pre-decision scrutiny): Corporate Building & Property; All Housing & Public Protection	✓	✓	✓	✓	
Commercialism		✓			
Housing for school leavers		✓			✓
Welsh Housing Quality Standards (The financial costs and implications) (Performance/financial monitoring)		✓			✓
Provision of Affordable Housing across Swansea			✓		✓
Doubling the rate on second homes (Are they really a source of income? Working Group?)			✓		

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff / Partner	Public
SERVICES FOR ADULTS & VULNERABLE PEOPLE					
Social Care at Home (Inquiry follow up)	✓				✓
Transition from Children to Adult Social Care Inquiry	✓	✓ (2)			✓
Adult Social Services Performance Panel	✓	✓			✓ (2)
Relevant Commissioning Reviews (pre-decision scrutiny): All Residential and Day Care Services provided via: Learning Disability; Mental Health; Physical Disability Services	✓	✓	✓	✓	
Care for disabled adults					✓
TRANSFORMATION & PERFORMANCE					
Service Improvement & Finance Performance Panel (Corporate Improvement Plan? Achievement of resource / financial savings - Central Services / Place - & risks)	✓	✓			
Corporate Culture (Inquiry follow up)	✓	✓			
Civic Events Working Group	✓				
Sustainability – Food Security Inquiry	✓				
Commissioning Reviews (pre-decision scrutiny)	✓	✓	✓	✓	
The effectiveness of Cabinet Advisory Committees <i>(Are they good value for money? Does it undermine the scrutiny process?)</i>		✓			
The Complaints Procedure		✓			
Internal Communications with Councillors (Working Group?)		✓			
Preparations for the Future Generations and Wellbeing Act			✓		
Finance Department Procedures <i>(e.g. budgetary control / management; payment of invoices)</i>				✓	
Working relationships between Councillors and Staff <i>(Are councillors working with and supporting council staff?)</i>				✓	

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff / Partner	Public
Flexi Policy <i>(Is it more flexible on the authority's side than that of the staff?)</i>				✓	
Sustainable Swansea - Fit for the Future programme <i>(The effectiveness of the programme, has it shown the promised results?)</i>				✓	
Disciplinary Procedures <i>(What these issues be better resolved by independent bodies?)</i>				✓	
Resourcing for Elections <i>(policy; recruitment process; payments)</i>				✓	
Sickness Policy <i>(Is more practical help needed rather than health and wellbeing?)</i>				✓	
WELLBEING & HEALTHY CITY					
Building Sustainable Communities Inquiry <i>(transfer of community assets? risks?)</i>	✓	✓			
Crime & Disorder Scrutiny (Scrutiny Programme Committee)	✓				
Relevant Commissioning Reviews (pre-decision scrutiny): Family Support; Parks and Cleansing	✓	✓	✓	✓	
Human Trafficking		✓			
Anti-Social Behaviour <i>(Working Group?)</i>		✓			
Implementation of the Welsh Language Act and Welsh Language Standards			✓		
Public Footpaths				✓	
Animal Welfare <i>(The licensing of animal establishments)</i>					✓

Finance & Strategy (Leader) (Cllr Rob Stewart)	Services for Children & Young People (Deputy Leader) (Cllr Christine Richards)	Anti-Poverty (Cllr Will Evans)	Education (Cllr Jennifer Raynor)	Enterprise, Development & Regeneration (Cllr Robert Francis-Davies)
<ul style="list-style-type: none"> Finance Strategy Delivery and Performance Information & Business Change (inc ICT) Strategic Estates & Property Poverty Local Service Board / Community Leadership Regional Working / Collaboration 	<ul style="list-style-type: none"> Child and Family Services Play Youth Services & Promoting Youth Inclusion Early Intervention / Prevention Youth Offending Service Youth Citizenship Opportunities for Young People UNCRC champion NEETS (Link with Education) Regional Adoption Service Children & Young People Board Continuum of Care Safe Looked After Children Reduction Strategy Flying Start 	<ul style="list-style-type: none"> Poverty Strategy Communities First Welfare Rights 3rd Sector Social Inclusion Localised Services Welfare Reform Financial Information Digital Inclusion Food Access / Growing Community Cohesion Community Development Homelessness Neighbourhood Working 	<ul style="list-style-type: none"> Inclusion & Learner Support School Improvement Planning & Resources Schools City of Learning Not in Education, Employment or Training (NEETS) Education through Regional Working (ERW) Schools' Organisation and Performance Quality in Education (QEd) Education Charter 	<ul style="list-style-type: none"> City Region Economic Development & Investment Tourism & Destination Marketing Planning Policy / Local Development Plan (LDP) Adult Learning / Workways City Centre City of Culture Heritage Science City Universities Creative City Suburban Centres Licensing City Deal (Link with Next Generation Services)
Environment & Transport (Cllr David Hopkins)	Next Generation Services (Cllr Andrea Lewis)	Adults & Vulnerable People (Cllr Jane Harris)	Transformation & Performance (Cllr Clive Lloyd)	Wellbeing & Healthy City (Cllr Mark Child)
<ul style="list-style-type: none"> Transport Policy Highways & Engineering Waste Management Marina Streetscene Repairs and Capital Sustainable Transport 	<ul style="list-style-type: none"> Council House Management Council House Repairs Housing Policy, Affordable Housing & Housing Options Housing Renewal Schemes Housing Renewals and Adaptations WHQS Community Building & Asset Transfer Identify & Implement new Commercial Models Deliver Income from New Commercial Models Councillors Delegated Budget Schemes Improve Procurement Frameworks Energy Schemes City Deal (Link with Enterprise, Development & Regeneration) District Heating Schemes Sheltered Housing (Link with Adults & Vulnerable People) School Building Programme - Quality in Education (QEd) 2020 	<ul style="list-style-type: none"> Elderly Care Activities to Promote Independence & Health Mental Health Supporting People Learning Disability Joint Equipment Assessment / Care Management Domestic Abuse Integration of Health and Social Care Western Bay Older People's Champion Transformation of Adult Social Services (TASS) Drugs / Alcohol Sheltered Housing (link with Next Generation Services) 	<ul style="list-style-type: none"> Comms & Engagement Legal & Democratic Commercial Services Financial Services Human Resources / Organisational Development Customer Contact Scrutiny Risk & Resilience Member Development Sustainable Swansea – Fit for the Future Future Generations Sustainable Development Health & Safety Policy Commissioning Organisation Demand Management Strategy Finance Performance & Budget Cycle 	<ul style="list-style-type: none"> Early Intervention & Prevention Equalities (Access to Services) Diversity Public Protection Culture: Sports & Arts Parks Healthy Cities / Greener Cities Community Safety / Safer Swansea Partnership Anti-Social Behaviour Well-being Healthy Night Life / Purple Flag Healthy City Partnership Houses in Multiple Occupation (HMOs)

All Cabinet Portfolios: Lead elements of Sustainable Swansea