



Joint Report of the Deputy Leader of the Council & PD&DC Chairs

Annual Meeting of Council - 24 May 2018

Policy Development & Delivery Committees Annual Report 2017/2018

Purpose:	To report on the work undertaken by the Policy Development & Delivery Committees during the Municipal Year 2017/18 and to make recommendations to ensure that the arrangements remain suitable for their intended purpose.	
Policy Framework:	Corporate Plan 2017/22 <i>Delivering a Successful and Sustainable Swansea</i> . Policy Commitments 2017/22.	
Consultation:	Access to Services, Finance, Legal.	
Recommendation(s):	It is recommended that:	
1)	PDC Work Plans are 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 are 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 are clearly scoped and clear timescales and intended outputs are established at the beginning;	
4)	A standard (but flexible) approach to working and developing policy across the PDCs is established, giving consideration to the five ways of working set out by the Well-being of Future Generations Act 2015;	
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1.0 Introduction

- 1.1 The Annual Meeting of Council on 25 May 2017 established the five Policy Development & Delivery Committees (PD&DCs). All meetings must be subject to access to information legislation, open to public etc.
- 1.2 The Corporate Directors, Monitoring Officer and Head of Democratic Services undertook a review of the PD&DCs after they had been in place for six months in order to ensure that they are operating effectively.
- 1.3 Concerns were raised at Council prior to the review taking place about the respective roles of the PD&DC's and Scrutiny. The amended Terms of Reference contained specific reference to the role of Scrutiny and the PD&DCs.
- 1.4 Work through informal working Groups comprising PD&DC Councillors and Officers takes place and is fed into the formal Committee work at a later stage. The PD&DCs meet formally on a quarterly basis.
- 1.5 Each PD&DC contains twelve Councillors. This is broken down under Proportionality Rules as eight Labour, two Liberal Democrat / Independent Coalition and two Conservatives.
- 1.6 The PD&DCs were established as part of the move towards a 'Member led' Council and to increase the participation of all elected Members in policy development. The purpose of the PD&DCs is to provide a forum in which Members can work with officers in a co-productive way to develop policy and shape delivery.
- 1.7 Members from all political parties have participated within the PD&DCs and now the next stage of development is to add further structure and support to the committees.
- 1.8 This report summarises and reports on the work that has been undertaken by the PD&DCs during the Municipal Year 2017/18
- 1.9 This report also makes some recommendations to ensure that the arrangements for PD&DCs remains suitable going forward.

2.0 Summary - work undertaken by PD&DCs during 2017/18

2.1 *Safeguarding PD&DC*

- 2.1.2 *Ethical Care Charter* - The Committee were briefed surrounding the requirements within Unison's Ethical Charter and how compliant Swansea was at this stage.

- 2.1.3 The proposed approach to build the components into the specification for domiciliary care going forward and use this a component of the scoring matrix for the procurement exercise was discussed and views sought from the Committee.
- 2.1.4 The Committee agreed that the proposed way forward was a sound approach and advised the Cabinet Member that they would have confidence that in this way Swansea was delivering its commitments under the Ethical Care Charter.
- 2.1.5 *Adult Services Model* - The Committee were given an overview of the model agreed in 2016 and how this fit with the various commissioning reviews. The Committee tested their understanding of the model and how Adult Services needed to change to deliver in line with the model. This understanding has proved a solid foundation for future advice to the Cabinet Member on the emerging commissioning reviews.
- 2.1.6 *Local Area Co-ordination* - The Local Area Coordination team presented at the Safeguarding PDDC in March and gave an overview of the growth of the team in 2017/18. There are now 10 Local Area Coordinators in post and external partner funding has been received for a new post in Blaenymaes.
- 2.1.7 There was discussion with Councillors around the outcomes of Local Area Coordination involvement in people's lives which led to residents feeling more confident, more involved in their communities and the reduced demand on services as a result.
- 2.1.8 The Committee was very supportive of Local Area Coordination and several of the Councillors had experienced a Local Area Coordinator working with one of their constituents which they described in very positive terms.
- 2.1.9 *Review of Corporate Safeguarding Policy* - Local authorities have a statutory duty to have in place safeguarding arrangements, which must include training, support, guidance, and compliance for all providers of relevant services. In 2014, the Wales Audit Office, as part of a national review, completed an audit of Swansea Council's corporate safeguarding procedures and assurance arrangements and reviewed two service areas to ensure that safeguarding policies and procedures were effective and being adhered to.
- 2.1.10 The WAO audit exposed some challenges in respect of the corporate safeguarding responsibility being exercised in a coherent fashion (e.g., safe recruitment arrangements in place, safeguarding responsibilities towards young people being fulfilled by both Members and Officers within the Council and the presence of a performance management framework).

2.1.11 WAO has announced their intention for a follow up review early next year. Swansea's Safeguarding PD&DC undertook to review the current corporate safeguarding policy, ahead of this national inspection, and on behalf of the Cabinet Member – Health and Wellbeing. The PD&DC noted that the existing Corporate Safeguarding Policy does reflect UNCRC and Council's Policy. The policy was expected to reflect the Council's ambition to actively promote safety and wellbeing amongst the population. In that way the new policy is more consistent with the ambition of the Council, as safeguarding vulnerable people is the number one corporate priority.

2.1.12 Following this PD&DC review of current policy and workshop to determine future requirements, a new Corporate Safeguarding Policy has been developed, and this new policy will be presented to the next meeting of the Corporate Safeguarding Group to be agreed as the basis for a new work programme of improvements leading up to next year.

2.1.13 *Joined-up around children* - The Committee sought to address the challenge of how 'joined up around children' the Council is. It had a number of discussions about: Corporate Parenting arrangements, arrangements for engagement with young people and hearing their voice, the Children and Young People Strategic Partnership plans and the plans for developing the Family Support Continuum. The summary of these discussions and the Committee's views about the current services was taken to Cabinet in May 2018.

2.2 *Education & Skills PD&DC*

2.2.1 The Education & Skills PD&DC determined that its work programme should focus on the implications and opportunities represented by the City Deal for Swansea.

2.2.2 *City Deal and the implications for Swansea* - Members have particularly been concerned about issues of pace and scale, as well as ensuring that disadvantaged people are able to benefit from the jobs and growth that the initiative represents.

2.2.3 The Committee invited speakers and held discussions on a series of items in order to develop further their understanding of what work is already being delivered and where potential gaps and challenges might be:

- overview of the local authority role, regional bodies' roles, curriculum changes, Learning City initiatives and also the Regional Learning and Skills Partnership (RLSP);
- pioneer schools update, views of children and young people on STEM subjects and teacher training implications;
- aligning 14-19 provision, Principal Gower College, plan to establish Partneriaeth Sgiliau Abertawe (PSA) / Swansea Skills Partnership (SSP) Board.

2.2.4 Following the work of the PD&DC, the final report will outline the way forward and increase the pace of change in this area to ensure that:

- the education system in Swansea has appropriate arrangements in place to meet the skills needed to effectively deliver the City Deal;
- local young people are given every opportunity to be a part of those changes.

2.2.5 As a result, this work will contribute to our well-being objective to improve education and skills and also to make Swansea a great place to live well and age well.

2.3 *Economy & Infrastructure PD&DC*

2.3.1 The Economy & Infrastructure PD&DC dealt with some substantial items during 2017/18, including the City Deal, future Transportation Strategy, an analysis of the wider economy and City River Corridor Strategy. In addition, it had the opportunity to look at more specific areas, including pedestrianisation of Wind Street, Citizens Card, Homes as Power stations and Co-operative housing.

2.3.2 *City Deal* - As well as receiving an overview of the City Deal, the Committee focussed on a breakdown of City Deal finances, public transport infrastructure, and evidence of sustainability from a well-being and environmental view and ways to address the GVA gap.

2.3.3 *Citizens Card* - The Citizen's Card would be available to individuals of voting age and could be used on a smart phone 'app' or be a physical card. The PD&DC discussed how the Card would allow individuals to undertake a whole range of functions (e.g. reporting fly tipping, paying Council Tax, applying for vacancies) and also enable users to access discounts on Council and partner facilities.

2.3.4 *Pedestrianisation of Wind Street* – An evaluation undertaken by City Centre Management highlighted that both businesses and residents felt pedestrianisation would help improve the prosperity of the City. The PD&DC discussed consideration being given to making the street one way and narrowing the traffic lanes and removing the current loading bays, whilst highlighting the need to maintain some access for deliveries etc.. A more detailed scheme will now be developed and reported back to the PD&DC.

2.3.5 *River Corridor* - The PD&DC discussed the need to incorporate foot / cycling routes on any future development proposals. The Committee raised the need for consideration to be given to enhancing wildlife in the areas. Approval / consultation with National Resources Wales for the proposed luge was discussed along with the need for consultation with users of the riverbank (e.g. anglers, etc.).

- 2.3.6 *Future Transportation Strategy* – After receiving an overview of the challenges driving a future Transportation Strategy, the PD&DC were informed of a commissioning study being undertaken to look at city centre master planning and the parking needs. The Committee asked that the results of the feasibility study be scheduled into the work plan for 2018/19.
- 2.3.7 *Housing in the City Centre* – The PD&DC discussed the role of housing in the regeneration of the City Centre. The discussions covered city living, car parking, the potential of new technology to ease traffic congestion and the city centre attracting more people through a mix of residential, retail and leisure uses. The PD&DC will undertake more work on this once detailed briefs become clear.
- 2.3.8 *Swansea Bay City Deal: Homes as Power Stations* – The PD&DC received an overview of the Swansea Bay City Deal Homes as Power Stations Project and the proposed next steps. The Committee discussed the pace of technological developments, new homes and retrofitting technology to existing homes. Further work is planned as part of the 2018/19 work programme once the business cases are finalised.
- 2.3.9 *Swansea and the City Region “An Economic Perspective”* – A wide range of issues were discussed at the PD&DC. These included: productivity, GVA and comparisons with other authorities within the region; transport links, connectivity, potential Swansea Bay Metro; the Tidal Lagoon project; improving the Fabian Way; involving communities outside the city centre in the changes; the City Deal and impact on employment, skills and training; the impact from the work of Universities; the potential of the Felindre site, and; confidence in the Planning process. The PD&DC asked that the key issues identified are integrated into other work streams as required.
- 2.3.10 *Co-operative Housing* – The PD&DC received a summary of information and discussed the opportunities afforded by co-operative housing. The PD&DC discussed why people live in co-operative housing, whom it is for and how schemes are developed. The Committee heard how the Welsh Government has a co-operative housing programme in place and discussed how co-operative housing could be part of the mix in Swansea. The next stage would be to gain internal opinion on a pilot approach and to consider the registered social landlord partner and location; thought could then be given to developing a Council Policy on co-operative housing. The Committee decide to review progress during 2018/19.

2.4 *Poverty Reduction PD&DC*

- 2.4.1 *Free Childcare Offer* - The PDDC considered the Childcare Offer specifically from a poverty perspective. As a result of its recent exploration of the Offer, it was recommended that eligibility should be broadened to include parents/carers on an employment pathway and that local employment programmes be more effectively aligned with the Offer to maximise the benefit to as many families as possible. A letter to Welsh Government was sent to request consideration of a change to national policy in relation to broadening the eligibility of the Childcare Offer.
- 2.4.2 *Safer Swansea Partnership Strategy* - A presentation was made to the Poverty Reduction PD&DC in January 2018. The presentation outlined the current position and the draft Community Safety Strategy which was going out to consultation. All members had the opportunity to shape the strategy. One point that came out of the meeting was that newly elected Members used to have six monthly/annual meetings with the Sector Police Inspector to discuss local issues – Members felt this was really useful and noted these had ceased over recent years. In response to the Members' comments further work has taken place to engage Ward Members in policing issues.
- 2.4.3 *Tackling Poverty Strategy* - The revised Tackling Poverty Strategy was reviewed by the PD&DC in August to look at whether they felt the Strategy was fit for purpose and would have a positive impact on reducing poverty. Discussions also included the review of the original Strategy by Scrutiny. The conversation thread was positive, though somewhat limited by the very recent production of the Strategy and the level of external evaluation conducted by Scrutiny, the recommendations from which have been incorporated into the revised Strategy.
- 2.4.4 *Employability* - The Committee examined the Swansea Working proposals to assure themselves that they were fit for purpose and would support the outcomes of the Tackling Poverty Strategy. The discussions were positive and provided a full explanation of the type of provision on offer along with eligibility. Officers also stressed the importance of providing support in meeting the aims of Swansea's Economic Development Strategy, providing access to job and training opportunities to local people. The Committee asked to be kept informed of progress on outcomes and the programme develops.
- 2.4.5 *Homelessness Strategy and Housing First* - On 28th March 2018 the Committee had a presentation from Housing staff on the emerging themes of the Homelessness Strategy, which is progressing well with a draft strategy on target to be completed by October 2018. One of the emerging themes to come out from this meeting was the Housing First Model; at a subsequent meeting on 25th April 2018 the Committee discussed this model in greater detail. The next steps will be for Housing to complete the draft action plan and this will be further discussed with the Committee in 2018.

2.5 *Transformation & Future Council PD&DC*

- 2.5.1 *Zero hour contracts* –Whilst the Council does not have any employees on zero hours contracts, it is looking at its approach to flexible working in light of changes to work styles i.e. Agile working. Similarly, the Council is reviewing the types of contracts used by its suppliers. The project team provided an update to the March PD&DC to discuss its current progress. It was the view of the Committee that the current policy should be reviewed to ensure it remains fit for purpose. Data is being gathered and will provide further evidence to target as part of the implementation plan. The Committee will review progress during 2018/19 and will have further involvement in the development of the flexible working policy. This will be carried out in consultation with Trade Unions.
- 2.5.2 *Local supplier access to Council contracts* – This was the substantive work produced by the Committee. The Committee were concerned that local suppliers were finding it difficult to win bids due to various Welsh Government and EU rules when the Council procures services.
- 2.5.3 The Committee worked to understand fully the barriers facing local suppliers when bidding for work and the limitations imposed by regulations. The Committee sought to identify a definition for a ‘local Supplier’ and also considered whether a policy change was the best approach or whether there was an alternative way forward.
- 2.5.4 The Committee worked jointly with procurement officers through a series of workshops to address these questions. The committee considered the best approach to ensure equality, fairness and flexibility whilst meeting our legal obligations.
- 2.5.5 The Committee came up with options that will be developed into an action plan to develop and enhance advertising and marketing, provide support to bidders and suppliers and develop a new legal clause within the Council’s Contract Procedure Rule (revised CPR process); the clause will require approval by the Constitution Working Group.
- 2.5.6 The Action plan was appraised and also assessed against the Sustainable Development principles established by the Well-being of Future Generations Act 2015, which underpins the work of the PD&DC.
- 2.5.7 Consultation with internal officers, a supplier exercise and engagement with the Constitution Working group will also be undertaken to help inform the final document prior publishing; a paper will be reported to Cabinet in May 2018.

2.5.8 *Sustainable Swansea* – The PD&DC has contributed to the new cross cutting commissioning projects, such as Services in the Community. The Committee will support the development of the Co-production Strategy during 2018/19 and training and workshops will be arranged. The Committee will also support the work around terms and conditions, including zero hours, flexible working and sickness projects.

3.0 Improving the work of PD&DCs

3.1 The work plans for each PD&DC comprised a selection of the Council's adopted Policy Commitments.

3.2 The potential to deliver Policy Commitments during the first year of operation determined their inclusion within each PD&DC work plan.

3.3 The work plans for each PD&DC vary in size and scope. Some items are about policy development or revision and others are about delivery. Some work plans are rather lengthy and the PD&DC will not deliver them over a single municipal year; nor is there sufficient officer capacity to resource them.

3.4 An improvement would be to ensure that the work plans for each PDC are short and focussed (perhaps even just two or three items), seek to produce work that addresses a question that needs to be answered and are closely aligned with the Council's budget and corporate priorities.

3.5 It would also be beneficial if the PDC work plans are set out and agreed at the start of the Municipal Year. The work plan should be discussed between the Chairs of the Policy Development Committees, Cabinet Members and Directors to ensure that the work plans align to budgets and to corporate priorities, that there is no duplication with Scrutiny and that there are sufficient resources in place.

3.6 The Constitutional Matters 2018-2019 report recommends that PD&DC's be re-established as PDC's 'Policy Development Committees' in order to help further clarify their purpose.

4.0 Approach

4.1 Sometimes, the committees play an active and leading role in developing policy and shaping delivery working in a co-productive way. A monitoring role is undertaken by the committees at other times, reviewing the work already underway by officers and departments.

4.2 PDCs have used informal workshops and formal committee meetings to deliver work plans but there is no consistent approach to developing policy or shaping delivery across the PDCs.

- 4.3 A positive move forward would be for the PDCs to adopt a standard (but flexible) approach to working and developing policy and shaping delivery, informed by the five ways of working set out by the Well-being of Future Generations Act.
- 4.4 There needs to be clarity on the scope of each work plan item, on the problem that needs to be addressed and the expected timescales and outputs, all delivered by a disciplined approach to deliver an agreed 'product', such as a new or revised policy (or confirmation that the existing policy is appropriate).

5.0 Support and Membership

- 5.1 Directors and officers from departments provide the Chair of each PDC and the committee with support to deliver work plans. Democratic Services provide committee support to each of the PDCs.
- 5.2 Committee Members and the Chair for each PDC should continue to be selected based on their interests, knowledge and ability to contribute to the item or items contained within the work plan.

6.0 Equality and Engagement Implications

- 6.1 There are no direct equality and engagement implications. However, all policies, proposals or initiatives developed by the PDCs will need to be screened for an Equality Impact Assessment at the earliest possible opportunity.

7.0 Financial Implications

- 7.1 There are no financial implications associated with this report.

8.0 Legal Implications

- 8.1 There are no legal implications associated with this report.

Background Papers: None

Appendices: None