



Report of the Cabinet Member for Delivery, Cllr David Hopkins

Scrutiny Programme Committee – 13 May 2019

Key Headlines: Cabinet Member for Delivery

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| Purpose: | This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Delivery portfolio. It describes key activities within the portfolio and how they are implemented in line with the Well-being of Future Generations Act (WFG Act). The report also identifies objectives, key challenges and decisions which are anticipated for Cabinet over the next 12 months. It also sets out how activity is aligned with the Public Services Board. |
| Report Author: | Suzy Richards |
| Finance Officer: | Paul Roach |
| Legal Officer: | Debbie Smith |
| Equality Officer: | Rhian Millar |

1.0 The Portfolio for Delivery

1.1 Key responsibilities within the portfolio include;

- Affordable Housing (Support)
- Champions Liaison & Coordination
- City Profile
- Collaboration Opportunities
- Commercial Services
- Corporate Delivery
- Democratic Services
- Houses in Multiple Occupation (HMO)
- Lead Elements of Sustainable Swansea
- Licensing & Licensing Policy
- Mayoral & Civic Functions
- Member Development
- New Business Opportunities

- Outside Bodies
- Planning Policy & Local Development Plan (LDP)
- Poverty Reduction
- Scrutiny Services
- Sustainable Development (Lead)
- Trade Union Engagement

1.2 This report highlights the progress made and future areas of focus in relation to key priorities within the portfolio. The report also highlights other notable areas of achievement and focus for the longer term. In particular, the report highlights how the Well-being of Future Generations Act's (WFG Act) sustainable development principle is applied in terms of the five ways of working and maximising contribution to the seven national well-being goals.

2.0 City Profile

2.1 A new partnership was launched in May 2018 to drive forward Swansea's economic regeneration. This new partnership, named "Regeneration Swansea", has made significant progress in aligning the priorities of partner organisations.

2.2 A key role of the partnership is reviewing grant applications that are received under the Targeted Regeneration Investment Programme as well as Town Centre Loan applications. Regeneration Swansea is also a strong networking body, meeting monthly with high attendance rates and actions-based agendas.

2.3 Strong engagement with Business Wales has been developed resulting in business engagement opportunities.

2.4 Regeneration Swansea's role will continue to develop this year as the roll out of the Targeted Regeneration Investment Programme continues and further allocations of the Town Centre Loan are made.

2.5 There are further opportunities moving forward for collaboration and the direction of resources across partner organisations to be explored. In addition, it is intended to make more of links to other resources such as Rural Development and Fisheries schemes in order to improve urban/rural/coastal linkages and raise profile.

2.6 The preparation of a new Swansea Business Guide is underway, which will promote Swansea and our regeneration activities.

3.0 Commercial Services

- 3.1 The Commercial Services area works with all Council Services to support their work. The 2018/19 programme of work included;
- support for corporate car parking in Swansea (corporate clients at the High Street Car Park for example, which was previously underutilised);
 - sponsorship of Council assets, e.g. the signage seen on our roundabouts and now starting to appear on our lampposts and sponsorship of our 'winter gritting' programme;
 - management of the Council's 'public notices' programme (aggregation of cross-Council spend on this statutory obligation to deliver reduced cost);
 - Other projects detailed under 'collaboration' in this report and on 'new business opportunities'.
- 3.2 Furthermore, a large range of contracts have been tendered in 2018/19 covering all Council departments including social care, highways through to the city centre development and the appointment of the lead contractor for the Arena development (with associated social and community benefits sought, e.g. training opportunities, delivered by the Council's Community Benefits team including its 1,900 weeks of targeted recruitment and training). This work will continue at pace in 2019/20.
- 3.3 Next year will also include the development of a new advertising policy for the Council (this is being worked on with colleagues in our Planning Department and will map and allow the management of new advertising opportunities across the County).
- 3.4 A new supplier incentive scheme is being reviewed for implementation in 2019/20 which will yield a discount to the Council on its invoices based upon our early payment (and this is linked to a new e-payment system to deliver this initiative) – the pilot phase was completed in 2018/19 and it was decided that a new IT system was required to manage programme due to the high volume of transactions anticipated).
- 3.5 The Council also adopted in 2018/19, the Welsh Government initiative and Code of practice: Ethical employment in supply chains (working in partnership with Trade Union colleagues); This seeks to deal with key social issues in procurement and supply chains such as eradicating modern slavery.
- 3.6 The City Centre's redevelopment (and delivering the associated contracts to deliver this outcome) is a key priority for 2019/20 and supporting the Band B programme of improvements for Schools.

4. Collaborative Opportunities

- 4.1 Commercial Services have supported a wide range of external Council collaborations including;
- the partnership with Freedom Leisure (led by Cultural Services) delivered in 2018/19
 - Gower College Swansea's sponsorship of the Swansea Christmas Trees in Castle Square
 - The University of Wales Trinity St David's' sponsorship of lampposts on Fabian Way, near their new SA1 campus.
 - Support for the High 5 awards by providing funds to allow this initiative to deliver an annual awards ceremony (which was last year held at the Liberty Stadium).
- 4.2 Internally the Service will deliver new training for staff (across all Council departments) in 2019/20 as a part of the Council's new management development programme, led by HR.
- 4.3 Commercial Services is a cross-Council service that supports all other Service Areas (e.g. Highways or Parks etc.), so future opportunities will be brought forward by the Service Areas themselves as the lead body.

5.0 Planning Policy and the Local Development Plan

- 5.1 The Planning Authority has consistently maintained a top quartile performance in Wales with the determination of 98% of all planning applications in 2018/19 within timescales. This has facilitated a number of significant strategic developments including the regeneration of the City Centre and key strategic housing sites and the delivery of key elements of the Council's regeneration agenda and Corporate priorities. In tandem there has been a stepped improvement in enforcement performance and in the profile of the service with some 70% of enforcement cases investigated within timescales compared to 46% in 2017/18.
- 5.2 The Local Development Plan (LDP) Inspector's Final Report on the Examination into the Swansea LDP was published in January 2019. It concluded that the LDP met the tests of soundness and considered that its policies and proposals will be delivered. The LDP was adopted by Council on 28th February 2019.
- 5.3 Work is currently progressing on the preparation of a suite of Supplementary Planning Guidance (SPG) documents in support of the Plan's policies. All SPG will be subject of public consultation.

6.0 Housing of Multiple Occupation

- 6.1 Work has continued with licensing of relevant HMOs (1,768 licensed HMOs as of 9/4/19) and improving conditions for tenants. A Survey of identified HMOs in St Thomas has taken place, along with ongoing partnership work with Swansea University, University of Wales Trinity St David's & SW Police including liaison with Community Liaison Officer and participation in Swansea Student Liaison Forum.
- 6.2 The prosecution of the landlords of 5 HMOs & formal caution of four other HMO landlords and an agent for licensing offences has taken place. HMOs as a subject has previously been through scrutiny process in 2016/17. No additional areas have been identified. Supplementary Planning Guidance is being prepared in support of recently adopted Local Development Plan policy.
- 6.3 Moving forward, consultation is to take place regarding the possible extension of an Additional HMO licensing scheme, which would then be subject to adoption by Council. Liaison is taking place with Welsh Government and other Welsh local authorities on a review of housing legislation relating to HMOs.

7.0 Licenses and Licensing

- 7.1 The licensing team is working closely with other agencies and event organisers to ensure the safe running of a number of forthcoming outdoor events. In addition to the review and approval of the Policies under the Licensing Act 2003, the Licensing of Sex Establishments and Gambling.
- 7.2 The service will continue to provide core services to safeguard the public. The majority of licensing is a Council function, delegated to the Statutory and General Licensing Committees, Sub-Committees and officers.
- 7.3 In relation to Executive functions the Council's Statement of Licensing Policy in respect of the special policy relating to the cumulative impact areas is currently being reviewed, to be issued for consultation prior to adoption.
- 7.4 Consideration of the reviewed special policy is due to be reported to Cabinet in September 2019 for approval of the reviewed part of the policy to be issued for consultation. Following consultation this will be reported to Council in January 2020 for adoption.

8.0 Champions Liaison and Co-ordination

- 8.1 The Cabinet member is responsible for the co-ordination of Councillor Champions. The appointment of Councillor Champions aims to ensure that the Council has an additional mechanism to take into account a

range of important issues from animal rights to young carers. The full list of current Councillor Champions is available to view at www.swansea.gov.uk/CllrChampions. The Leader of the Council appoints Champions and they liaise directly with him. The Leader of Council will be creating a Pensions Cllr Champion in May 2019.

9.0 Democratic Services and Scrutiny

- 9.1 Democratic Services has been preparing for the introduction of Webcasting to improve access to democratic processes for the people of Swansea. Moving forward, a full roll out of webcasting is planned. This will include Council, Cabinet, Scrutiny Programme and Planning Committees. This links well with the involvement principle and will open democracy up for future generations.
- 9.2 The Democratic Services Team maintain the list of Outside Bodies. A major review took place last year which led to a large cull of bodies. An ongoing review is taking place.
- 9.3 Ongoing Training provided to Councillors as required. Currently 100% of Cllrs are trained in Safeguarding and the Protection of Children. In addition, 100% of Cllrs Trained in Adult Safeguarding. Mandatory training is provided on Well-being of Future Generations for new councillors following each election however additional; training would be welcomed.

10.0 The Well-being of Future Generations Act

- 10.1 The sustainable development principle underpins the work of all services across the portfolio, the five ways of working are an expression of this principle. Some examples of the how the ways of working are applied across the directorate are detailed below.
- 10.2 **Integration** – The Councillor Champion system provides an additional way to ensure decisions are reviewed taking into their relationship to and impact on a wide variety of specific issues. This enables a number of additional perspectives to actively inform the design, planning and implementation of policy as Councillor Champions are tasked with bringing their areas to the fore and need to liaise with Officers to ensure this is considered.
- 10.3 **Involvement** - ‘Co-production’ with service users is a growing body of work. In the case of Commercial Services - this is about involving service users in the design of our tenders with an emphasis on collaboration and long term thinking. One of the core areas for Commercial Services support in 2019/20 is working with Swansea Bay University Health Board to ensure ever closer working as a part of the Council’s ‘People Commissioning Group’ led by the Director of Social Services.

- 10.4 **Collaboration** - The Swansea Regeneration partnership has been developed to encourage collaboration around key priorities comprising good representation from private and third sector, and key statutory bodies including Natural Resources Wales and Job Centre Plus. The partnership is an essential vehicle for shaping thinking around future funding programmes and ensuring strong dialogue with key sectors. The partnerships aims to maximise contribution to the well-being goals and encourage the five ways of working with the development of a good practice well-being matrix. This is to be applied to all new grant applications from the private sector, and is being rolled out regionally in South West Wales.
- 10.5 **Prevention-** The development of Supplementary Planning Guidance in relation to Houses of Multiple Occupation (HMOs) will stop a problem in some areas getting worse.
- 10.6 **Long Term** – Work on the city profile takes a long term perspective taking account of future trends for example in technology which influence the development of regeneration programmes.
- 10.7 The five ways of working and maximisation of the national well-being goals is increasingly embedded into the operation of all services. Increasingly these implicit behaviours and best practice are being formally integrated explicitly into the operating procedures of council services. An excellent example is the Commercial team who are in the process of developing guidance on applying the well-being of future generations act to further inform and improve their practice.
- 10.8 An Integrated Impact Assessment was completed to test how the Local Development Plan complies with the wellbeing goals and ways of working set out in the WFG Act. It concluded that the plan would help to improve the social, economic, environmental and cultural well-being of Wales in accordance with the sustainable development principle.
- 10.9 The adoption of the LDP ensures all planning decisions will be made having regard to the sustainable development principle.
- 11.0 Links to the Public Services Board and Local Well-being Plan**
- 11.1 The work of the Regeneration Swansea partnership directly contributes to the Strong Communities Local Well-being Objective and is a delivery mechanism in taking forward a step that aims to ‘work towards a thriving economy in which households achieve at least the minimum income standard’.
- 12.0 Financial, Legal and Equalities Implications**
- 12.1 There are no equality, legal or financial implications associated with this report.