



DINAS A SIR CAERDYDD  
CITY AND COUNTY OF CARDIFF

**COUNCIL SUMMONS**

Thursday, 22 October 2015

**GWYS Y CYNGOR**

Dydd Iau, 22 Hydref 2015,

You are summoned to attend a meeting of the **COUNTY COUNCIL OF THE CITY AND COUNTY OF CARDIFF** which will be held at the Council Chamber - City Hall on Thursday, 22 October 2015 at 4.30 pm to transact the business set out in the agenda attached.

**MARIE ROSENTHAL**  
**Director Governance & Legal Services**

County Hall  
Cardiff  
CF10 4UW

Friday, 16 October 2015

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Promotion of equality and respect for others | Objectivity and propriety | Selflessness and stewardship  
Integrity | Duty to uphold the law | Accountability and openness

<i>Item</i>		<i>Approx Time</i>	<i>Max Time Allotted</i>
<b>1</b>	<b>Apologies for Absence</b> <i>To receive apologies for absence.</i>	4.30 pm	5 mins
<b>2</b>	<b>Declarations of Interest</b> <i>To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct)</i>		
<b>3</b>	<b>Minutes</b> <i>(Pages 1 - 54)</i> <i>To approve as a correct record the minutes of the previous meeting.</i>	4.35 pm	5 mins
<b>4</b>	<b>Riverside By-Election</b> <i>To report on the outcome of the Riverside By-Election held on 7 October 2015 and welcome Councillor Caro Wild.</i>	4.40 pm	5 mins
<b>5</b>	<b>Lord Mayor's Announcements</b> <i>To receive the Lord Mayor's announcements including Recognitions and Awards.</i>	4.45 pm	5 mins
<b>6</b>	<b>Petitions</b> <i>To receive petitions from Elected Members to Council.</i>	4.50 pm	15 mins
<b>7</b>	<b>Public Questions</b> <i>(Pages 55 - 56)</i> <i>To receive previously notified questions from Members of the Public.</i>	5.05 pm	15 mins
<b>8</b>	<b>City of Cardiff Council Annual Improvement Report 2014/15</b> <i>(Pages 57 - 136)</i> Report of the Corporate Director Resources & Section 151 Officer attached.	5.20 pm	30 mins
<b>9</b>	<b>Member Champions Annual Reports</b> <i>(Pages 137 - 152)</i> Report of the Director Governance and Legal Services attached including in appendices A, B, & C Annual reports of the Member Champions.	5.50 pm	10 mins
<b>10</b>	<b>Statements</b> <i>(Pages 153 - 164)</i> <i>To receive statements from the Leader and Cabinet Members and questions from Members on the statements.</i>	6.00 pm	45 mins

<b>Notices of Motion</b>			
<b>11</b>	<p><b>Motion 1</b></p> <p>This Council notes the UK legislative changes brought forward via the Anti-Social Behaviour, Crime and Policing Act 2014 (ASBCP Act) and the consequent amendments to the Dangerous Dogs Act 1991 and welcomes the fact that it is now an offence to own or be in charge of a dog that is dangerously out of control in any place, including all private property.</p> <p>In particular, this Council supports the extending of the law to cover attacks on assistance dogs when one in ten assistance dogs are attacked every year in Wales.</p> <p>However, the Council regrets that the draft Control of Dogs Bill was withdrawn by the Welsh Government in 2013 in the belief that the ASBCP Act would bring in Dog Control Notices (DCNs) because despite lobbying by many organisations, Cardiff Councillors, AM's, MP's and Peers these Dog Control Notices were not implemented in the Act.</p> <p>This Council therefore calls upon the Welsh Government to recognise widespread concerns about the education and awareness of responsible dog ownership in Wales (including those in the Environmental &amp; CASSC Scrutiny Report on the Control of Dangerous Dogs in Cardiff) and bring forward legislation to implement Dog Control Notices in Wales as soon as is practicable after reviewing all the other instruments, lessons and good practices currently to be found in Northern Ireland and Scotland.</p> <p>Proposed by:           Councillor Dilwar Ali</p> <p>Seconded by:         Councillor Mitchell</p>	6.45 pm	30 mins
<b>12</b>	<p><b>Motion 2</b></p> <p>Cardiff Council has an ambition to move to a 50:50 modal split between cars and public transport, walking or cycling. The Corporate Plan states our vision for Cardiff is to become "Europe's most liveable capital city".</p> <p>Many cities in the UK and around the world have traffic free days where the city centre streets are closed to vehicles allowing local residents to enjoy the city centre in a pollution free, peaceful and family friendly way. This Council therefore agrees that Cardiff should have a traffic free day in 2016 with the major city centre streets closed to</p>	7.15 pm	30 mins

	<p>traffic and that a traffic free day should then be held every subsequent year.'</p> <p>Proposed by: Councillor Richard Cook</p> <p>Seconded by: Councillor Christopher Weaver</p>		
<b>13</b>	<p><b>Motion 3</b></p> <p>The Welsh Government, on the 26th November 2013, responded to the Council's Local Development Plan (Deposit). In their response they included a section relating to the Green Belt.</p> <p>The verbatim wording is :-</p> <p>“The Welsh Government objects to the inclusion of Policy KP3 (A) 'Green Belt' and the identification of the area shown on the Proposals Map, which should be removed in its entirety.</p> <p>The Welsh Government considers that there is no necessity for the delineation of such an area as other policies can be used to refuse inappropriate proposals. With the current suite of proposals contained with the LDP to meet the identified needs i.e. housing, there is no additional need for further policies which only duplicate the existing policy structure of the plan. This is unnecessary”.</p> <p>We call upon Cardiff Council to reaffirm the Council's commitment to support the Green Belt and protect the green lungs of Cardiff and oppose a green wedge which will just protect the area for the duration of the plan. We need absolute certainty</p> <p>Proposed by: Councillor Jayne Cowan</p> <p>Seconded by: Councillor Rod McKerlich</p>	7.45 pm	30 mins
<b>14</b>	<p><b>Oral Questions</b> (Pages 165 - 168) <i>To receive oral questions to the Leader, Cabinet Members; Chairs of Committee and/or nominated Members of the Fire Authority.</i></p>	8.15 pm	90 mins
<b>15</b>	<p><b>Urgent Business</b></p>	9.45 pm	5 mins
<b>Unopposed Council Business</b>			
<b>16</b>	<b>Appointment of Local Authority Governors to School</b>	9.50 pm	5 mins

	<p><b>Governing Bodies</b>  <i>(Pages 169 - 174)</i>  Report of Director Governance and Legal Services including the recommendations from the Local Authority Governor Panel 15 October 2015 attached.</p>		
<b>17</b>	<p><b>Appointments to Committee Vacancies</b>  <i>(Pages 175 - 176)</i>  Report of Director Governance and Legal Services attached.</p>	9.55 pm	5 mins
<b>18</b>	<p><b>Written Questions</b></p> <p><i>In accordance with the Council Procedure Rules, Rule 17(f) Written Questions received for consideration and response will be included as a record in the minutes of the meeting.</i></p>		

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THE COUNTY COUNCIL OF THE CITY & COUNTY OF CARDIFF

The County Council of the City & County of Cardiff met at County Hall, Cardiff on 24 September 2015 to transact the business set out in the Council summons dated Friday, 18 September 2015.

Present: County Councillor Walker (Lord Mayor)

County Councillors Ali Ahmed, Manzoor Ahmed, Dilwar Ali, Aubrey, Bale, Boyle, Bradbury, Bridges, Burfoot, Carter, Chaundy, Clark, Ralph Cook, Richard Cook, Cowan, Chris Davis, De'Ath, Derbyshire, Elsmore, Evans, Ford, Goddard, Goodway, Gordon, Govier, Graham, Hinchey, Holden, Howells, Hudson, Hunt, Hyde, Javed, Keith Jones, Margaret Jones, Joyce, Kelloway, Knight, Lent, Lloyd, Lomax, Magill, Marshall, McEvoy, McGarry, McKerlich, Merry, Michael, Mitchell, Morgan, Murphy, Phillips, David Rees, Dianne Rees, Robson, Sanders, Stubbs, Thomas, Ben Thomas, Graham Thomas, Lynda Thorne, Walsh, Weaver, White, Darren Williams and Woodman

65 : APOLOGIES FOR ABSENCE

Apologies were received from Councillors Bowden, Davies-Warner, Evans, Goddard, Groves, Parry and Simmons

66 : DECLARATIONS OF INTEREST

The following declarations were made:

<u>Councillor</u>	<u>Item</u>	<u>Interest</u>
Councillor Woodman	Item 8 - Audit Committee Annual Report	Personal Interest as Honorary President of Diverse Cymru that delivers Direct Payments for the Council
Councillor Woodman	Item 10 – Director of Social Services Annual report	Personal Interest in National Adoption Service as Family member is a Manager in the Service.
Chief Executive and Senior Officers	Item 13 – Notice of Motion	Prejudicial interest in notice of Motion on Senior Management Structure

67 : MINUTES

The minutes of the Council meeting 23 July 2015 were approved as a correct record subject to the following minor amendments: -

Page 88: Supplementary Question: *County Councillor Woodman* in the penultimate paragraph the addition of the word 'badly' after treated.

Page 96: Question from *County Councillor Dianne Rees* – top of the page replace as Question from *County Councillor Stubbs*

The following Question from *County Councillor Dianne Rees* –replace as *Supplementary Question from County Councillor Stubbs*

Page 97: Supplementary Question from *County Councillor Dianne Rees* – top of the page replace as Question from *County Councillor Hudson* and correction of typographical error in the last sentence matters to 'matters'

## 68 : LORD MAYOR'S ANNOUNCEMENTS

The Lord Mayor made the following announcements at the meeting: -

(1) Eid Mubarak  
The Lord Mayor in recognition of the Holy Day of Eid-UI-Adha in the Muslim calendar wished all Muslim citizens of Cardiff and around the world celebrating "Eid Mubarak".

(2) Welcome  
A warm welcome was extended to the Chair of the Audit Committee Mr Ian Arundale. Mr Arundale had taken over the reins of the Audit Committee from Sir Jon Shortridge who has stood down from the Committee at its last meeting.

The Lord Mayor on behalf of the Council, and as a former Member of the Audit Committee, thanked Sir Jon Shortridge most sincerely for his commitment and professionalism in Chairing the Audit Panel which from July 2009 became the Audit Committee under the new Welsh Measure. His expertise and knowledge has been invaluable to the Committee and the Council and we wish him all the very best for the future.

(3) Condolences  
It was with great sadness that Members learned that Councillor Elaine Simmons's husband Rob passed away in early August. The Lord Mayor on behalf of the Council had sent a letter of sincere condolences to Elaine and her family.

(4) Congratulations  
The Lord Mayor congratulated Councillor Kirsty Warner-Davies on the birth on 15 September, 2015 of her son Vincent Morgan we wish them both well.

Congratulations were also given to Councillor Jim Murphy who had become a great-grandfather following the birth of his grandson George, Elliot.

(5) Recognition and Awards



(i) Time Credit Scheme

The Council has teamed up with Spice Innovations to create meaningful change in communities across the city with the Time Credit scheme, which rewards individuals for every hour of their time they give to local service and groups.

The scheme has been working in Cardiff for a number of years, within the Communities First clusters and third sector organisations. One Time Credit is earned for each hour of time a person gives to a particular initiative and can be spent on events, training and leisure activities provided by public, community and private organisations, or to thank others in turn.

The Time credits model has already proved successful for individuals and communities in the areas of Cardiff where it has been available with 37 per cent of people involved gaining some work experience and 11 per cent gaining employment because of time credits while 43 per cent felt less isolated and 32 per cent had less need to go to the doctor.

The Time Credits scheme is now being extended through the Families First programme and the Council's Youth Service, which means that it can now be accessed by individuals and communities right across Cardiff. .

(ii) Congratulations to Llysfaen Primary School who have been awarded the prestigious NACE Cymru Challenge Award for More Able and Talented Pupils!

The Award is given for high quality work by the whole school, teachers and governors, in challenging all pupils, including those with high abilities, to achieve their best.

The Award is given when schools demonstrate that they meet the criteria of the Award and will remain committed to continuing to ensure high-quality provision for more able and talented pupils.

I am looking forward to presenting the award certificate to the school on Wednesday 30<sup>th</sup> September.

(iii) Glamorgan Archives

Well done to the team over in Glamorgan Archives. They have completed a three year Investors in People review and continue to maintain accreditation as Investors in People organisation with Bronze status.

The review report describes the team as 'a resilient organisation with a robust approach to service delivery through a highly committed and motivated team'.

(iv) City of Cardiff Education Catering

Congratulations to the Council's Education Catering, who have been shortlisted for the following awards.

Fitzalan High School Catering Team have been shortlisted for the Secondary School Catering Team of the Year at the Educatering Awards which are being held on 13 October 2015

The Summer Holiday Enrichment Programme which was led by Education Catering and Cardiff and Vale University Health Board (Public Health Team and Public Health Dieticians) under Food Cardiff has been shortlisted for the Sustainable Public Sector Award at the Sustain Wales Awards on the 19<sup>th</sup> November.

6. Rugby World Cup 2015

Cardiff is once again welcoming World Rugby to the City. We are delighted to be host city for some of the Group A pool matches, and two of the Quarter Finals. This is another opportunity for Wales and Cardiff to be profiled on the international stage.

We of course wish the Welsh Rugby team every success in the competition and in particular in their crucial match against our English rivals on Saturday.

(7) Lord Mayor Charity: - Cardiff United Against Cancer Appeal

Cardiff United Against Cancer was launched on 10 September 2015. The Lord Mayor expressed his gratitude to the Media Wales who gave it front page status, and have indicated that they intend to support and report on the charity appeal throughout the Mayoral year.

The three Student Union Presidents from Cardiff Universities have also accepted the challenge to support fundraising for Velindre.

The Lord Mayor appreciated the fundraising efforts from Councillors with Councillor Dianne Rees arranged an Italian lunch Extravaganza and the Deputy Lord Mayor is organising a Charity Gala Dinner on 11 November 2015 at City Hall. Details of which and booking arrangement have been circulated around the Chamber today. It was good that everyone works together on the Cardiff United against Cancer campaign.

In addition the Lord Mayor was delighted to report that schools in Cardiff had pledged to support the Christmas i- Can challenge for Cardiff United Against Cancer charity appeal. The idea will be for schools to develop their entrepreneurial skills whilst raising money for their schools and for Velindre Cancer Centre.

The aim is for a £10 loan to be given to the pupils and they will have five weeks to grow that into a larger sum. Many schools have Christmas fetes so we thought this would be a wonderful opportunity for children to raise funds. Schools participating keep a small proportion of funds raised and the rest will go to the Lord Mayor's Charity.

Many Councillors are School Governors. The Lord Mayor therefore asked them to encourage schools to participate in this challenge. In recognition of

this fund raising challenge the Lord Mayor advised that he would present certificates to all who take part and that he will invite some of the i-Can participants to the Mansion House.

Further details of all fund raising events and initiatives will be circulated to Members in a briefing shortly.

69 : NOTICE OF VACANCY

The Council was informed of the notice of vacancy in the Office of Councillor for the Electoral Division of Riverside following resignation of Councillor Cecilia Love received on 21 August 2015.

Councillors Darren Williams on behalf of her ward colleagues thanked Councillor Love for her hard work and passion in representing the residents of Riverside and wished her all the best for the future.

RESOLVED – That the vacancy in the Office of Councillor for Electoral Division of Riverside and that a By-Election had been arranged for 7 October 2015 be noted.

70 : PETITIONS

The following petition were received:-

1. Councillor Marshall – 865 signatures calling on the Council to save our Sports Hall and library to ensure the health & well-being of the people of Splott, Tremorfa, Adamsdown and Roath.
2. Councillor Cowan – 185 signatures e-petition (still open) calling on Cardiff Council to reinstate a school crossing patrol person on Heol Llanishen Fach, which services Llanishen Fach Primary School. It is a large, busy primary school which is situated on a busy road;
3. Councillor Cowan – 140 signatures calling on the Council to keep Wedal Road Household Recycling Centre open to residents of Cardiff North.
4. Councillor Sanders – 1000+ residents requesting that the Council have a Zebra crossing/ or a Pedestrian Traffic Light Crossing installed on Heol Llanishen Fach where the brook goes under the road as it is a busy crossing point for people going to and from the bus stop.
5. Councillor Hill-John – 1200+ signatures calling on the Council to refuse planning permission for an extension to the south east of the quarry and protect woodlands;
6. Councillor Holden – 1811 signatures and e-petition calling on the Council to retain a recycling facility on Wedal Road;

7. Councillor Dianne Rees – 300 signatures and e-petition calling on the Council to make safe by implementing road safety measures on Heol Pontprennau between its junctions with Heol Glandulais an Clos Nant Glaswg.

71 : PUBLIC QUESTIONS

The Council was advised that two public questions had been received. However question 2 from Mrs J Gasson would fall as she was unable to attend the Council meeting.

Question: *from Mrs Jean Evans*

Will the Council finally condemn the pulling of the football exhibition showing Arab Israeli co operation from the Library. The decision to do so received world wide condemnation and brings Cardiff into disrepute. This is not the first time this has occurred. Can the Council give any assurance that such insults to our diverse community will not occur again?

Reply: *from County Councillor Bradbury*

The decisions surrounding the staging and withdrawal of the “Low Football: Jewish-Arab Football: Diversity and Co-existence” exhibition in Cardiff Central Library Hub have caused a wide range of concerns, distress and anger to be expressed to Cardiff Council.

Senior Officers of the Council have met with Faith Leaders and have apologised for any offence caused as a result of the decisions that were made operationally relating to the exhibition. The council has a legal responsibility to promote good community relations and I sincerely regret that on this occasion the Council’s actions have led to accusations of bias and partiality with understandable anger being expressed as a result.

The lack of a clear decision making framework for the display, promotion and communication of materials proposed for free exhibition in our publicly accessible library buildings by any group or organisation has become apparent as a result of this very regrettable case.

A key issue for me is that it would appear that there are no current consultation processes in place that would help to ensure properly informed decisions are made by library staff in respect of possible community impacts.

In order to make sure that we get things right in the future and learn from this very regrettable event I am keen to include the views of as wide a range of community and faith group representatives as possible. I have asked the Director of Communities, Housing and Customer Services to review our processes in consultation with the Interfaith group of community leaders and to make recommendations to Cabinet to ensure that we learn from this situation and ensure that the Council does not, albeit inadvertently, cause distress and anger to any community group in the future as a result of the use of its public space.

Supplementary Question: *from Mrs Jean Evans*

I still find it hard to understand how offence could be caused by something promoting co-existence. Is there not a possibility of appointing a well-informed Councillor, an unbiased person, as a diversity officer to avoid this happening?

Reply: *from County Councillor Bradbury*

The question you ask is a little bit above my paygrade. All I can say- it's the Leader of the Council. I don't employ diversity champions.

To be honest, I can see where you're coming from but the point for me is that we fundamentally got the process wrong. And we have to get in place a process that ensures that we get these things right and that we do not cause offence to any groups – any community or faith groups – based on my experience of this exhibition.

As I stated to you outside, I'm happy to talk to any groups who are willing to engage in this process. And, once again, I express my regret and sorrow for any offence that has been caused on this issue.

72 : STATEMENT OF ACCOUNTS 2014/15 AND ANNUAL COMPLIANCE  
REPORTS

The Council was recommended to approve the audited Statement of Accounts for the year ending 31 March 2015; to note the reports of the Wales Audit Office on the Statement of Accounts of Cardiff Council, Cardiff and Vale of Glamorgan Pension Fund and Cardiff Port Health Authority for the year ending 31 March 2015; to note the Treasury Management Annual Report for 2014/15; and to note that formal documents will be signed at the conclusion of the meeting prior to 30 September 2015.

The International Standard on Auditing (ISA) 260 requires the Appointed Auditor to report to those charged with governance, on the key matters arising from the audit examination of the Statement of Accounts for the year ending 31 March 20135

In accordance with the Council's Treasury Management Policy Statement, the Annual Treasury Management Report for 2014/15 is presented based on the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice.

The Cabinet Member, Corporate Services & Performance introduced the report and commended the recommendations to Council. This was seconded by Councillor Hunt.

The Lord Mayor invited debate on the report during which the following key issues were raised

- School balances – how the Council is working with schools to reduce deficits; and
- Prosiect Gwyrdd – a matter raised around the overspend and contract subsidies as identified in the accounts.

RESOLVED – That

1. the audited Statement of Accounts for the year ended 31 March 2015 (Appendix 1) duly certified and re-certified by the Section 151 Officer be noted;
2. the audited Statement of Accounts for the ended 31 March 2015 (Appendix 1), be approved and signed and dated by the Chair of Council on behalf of the Council
3. the Section 151 Officer be instructed to arrange for publication of the Statement of Accounts and all associated requirements.
4. the reports of the Wales Audit Office on the Statement of Accounts of Cardiff Council, Cardiff and Vale of Glamorgan Pension Fund, Cardiff Port Health Authority and Cardiff Harbour Authority for the year ending 31 March 2015 (Appendices 3, 5, 6 and 7) be noted
5. the final Letter of Representation for Cardiff Council (Appendix 4) be noted.
6. the Treasury Management Annual Report for 2014/15 (Appendix 8) be noted.
7. the following documents are formally signed at the conclusion of the meeting:
  - Statement of Accounts for Cardiff Council including the Cardiff and Vale of Glamorgan Pension Fund – Lord Mayor and Corporate Director Resources
  - Annual Governance Statement (within the accounts) – Leader of the Council and Chief Executive
  - Annual Return of Cardiff Port Health Authority – Corporate Director Resources
  - Statement of Accounts for Cardiff Harbour Authority – Corporate Director Resources
  - Letters of Representation for Cardiff Council, Cardiff Port Health Authority – Leader of the Council and Corporate Director Resources
  - Letter of Representation for Cardiff and Vale of Glamorgan Pension Fund – Leader of the Council and Corporate Director Resources
  - Audit Certificate for Cardiff Council and Cardiff Port Health Authority – Appointed Auditor, Wales Audit Office. To be signed at a later date.

73 : AUDIT COMMITTEE ANNUAL REPORT 2014/15

*(Councillor Woodman declared a personal interest under the Member Code of Conduct in this item. She remained at the meeting during consideration of this item)*

Mr Ian Arundale, Chair of the Audit Committee from June 2015 introduced the Committee's Annual Report. He thanked Sir Jon Shortridge for leading the Committee and providing a focus over the last three years. The Committee had actively engaged with Senior Officers and had received the professional support from officers from Internal Audit, External Audit (Wales Audit Office), Finance and Treasury Management. Both

independent and Committee Members had contributed and robustly scrutinised both standard and specific items over 5 meetings in 2014/15.

The Committee within its terms of reference focussed on key risks and challenges faced by the Authority over the past 12 months. The Organisational Development Plan is intrinsically linked to these risks and challenges, and in order to obtain assurances on its delivery the Committee in December was very pleased to receive a presentation by the Leader and the Chief Executive; as well as updates on key items for example the budget and internal audits and areas of concern raised by Members from audit reports.

At each meeting the work programme was reviewed to include new matters identified and all Members were encouraged to bring any concerns they have forward so that agendas could be set taking account of changing risks and priorities.

Within the remit of the Committee, it has sought to receive a satisfactory level of assurance on specific matters to support its consideration of the Council's Annual Governance Statement 2014/15.

The Committee undertook a Self-Assessment exercise in January, and it will look to improve agenda management; prioritise the key issues and improve on and look to add value through its work.

The Committee will continue to give advice on financial pressures facing the Council, and look to strengthen its work and support.

The Lord Mayor thanked the Chair for the Audit Committee Annual report and invited comments and questions from Members. The following matters were raised: -

- School budget continuing deficits;
- Concerns about directorate overspends in particular Adult & Children's Services;
- A Committee Member recommended Self Evaluation process to other Committees;
- The need to investigate the procurement of new bins as part of the new waste strategy roll out;
- Continuing concerns around procurement and contract management process;
- Significant concerns with audit report compliance issues

RESOLVED – That

- (1) the Annual Audit Committee Annual report for 2014/15 and forward plan for 2015/16 be noted;
- (2) the issues raised be considered for further investigation and inclusion in the 2015/16 Work plan.

74 : NOTICE OF MOTION

*(Chief Executive and Senior Officers declared a prejudicial interest in this Notice of Motion and left the meeting during consideration of this item.)*

The Lord Mayor advised that one notice of motion had been submitted and was included on the Summons for the meeting. No amendments had been received.

The Notice of Motion was proposed by Councillor McEvoy and seconded by Councillor Holden as follows:

- This Council believes that Cardiff Council senior management is top heavy and does not provide value for money.
- This Council agrees to restructure the senior management at above OM 1 level in keeping with employment law, with a view to saving over £1 million a year.
- This Council will restructure at OM 1 and OM 2 level, with a view to deleting vacant posts only This Council will consult with trade unions and staff and set a maximum rate payable to any consultants used by the Council.

The Lord Mayor invited debate. Following the debate a vote on the Motion taken.

The vote LOST.

#### 75 : DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2014/15

*(Councillor Woodman declared a personal interest under the Member Code of Conduct in this item. She remained at the meeting during consideration of this item)*

The Council received the Annual Report of the Director of Social Services for 2014-15 as part of its responsibilities under the Welsh Government Statutory Guidance on the Role and Accountabilities of the Director of Social Services.

The Deputy Leader, as the Cabinet Member Early Years, Children & Families presented the sixth annual report of the Director of Social Services. The report continued to build on improvements made in the previous 12 months particularly in focussing on a transparent overall assessment of performance; quality of service delivery, and the underlying strengths and weaknesses of social services in Cardiff; and what needs to be done to improve further in terms of supporting the most vulnerable people in the city.

The report provided an insight into a very wide range of highly specialised services balanced against the key strategic challenges facing the Council in meeting client's complex needs and significant demographic and demand pressures. Added to these pressures currently and in the future are legislature changes in relation to the Social Services and Wellbeing Act (2014).

The report identifies a stronger narrative on the strategic agenda and the role of the organisational development programme in terms of accelerating change and improvement, however next year – following feedback from colleagues and Members in Scrutiny- the report will focus more clearly on setting out progress and performance against citizen outcomes.



The Cabinet Member was reassured by a recent evaluation and feedback from the Care and Social Services Inspectorate for Wales (CSSIW) which has confirmed that although, quote “some key areas of performance still require improvement, the Council is moving in the right direction.” Further quote, “the Director’s report presents a clear picture of the challenges and areas of progress made within the directorate over the past year. Also, clear aims are set for delivering improvements over the coming year.” These comments endorse the steps that have been taken to improve Social Services, and provide a level of confidence going forward.

The Cabinet Member commended the report and Councillor Elsmore, Cabinet Member Health, Housing & Wellbeing seconded the report.

The Lord Mayor invited debate from which the following questions and observations were raised for response: -

- the number of children in B&B accommodation in the city;
- use of Third Sector support to support the delivery of quality services;
- concerns around performance; targets and the need to benchmark;
- poor Performance indicators resulting in the Council failing vulnerable children & adults;
- note the improvements and initiatives being taken to recruit and retain social workers;
- concern around the use of agency staff; loyalty to the service; levels of turnover staff and sickness;
- the need for workforce planning; the development of skills; loss of talent and business intelligence;
- concerns arising from the Employee Survey and low morale; and staff communications;
- Members were keen to hear more about the service delivery model; and collaboration;
- recognition of increases in demand for services from those most vulnerable in society;
- concerns around initial assessments and Child Protection reviews; care Plans; and Social Worker vacancies;
- it was recognised that Community and Adult Services Scrutiny Committee challenges and probes the Cabinet Member and Director.

The Cabinet Member Health, Housing & Wellbeing advised that the service was benefitting from Challenge Forum opportunities and outcomes and was making significant progress in improvement in budget management and ensuring greater controls

RESLOVED – That the Council received and noted the Annual Report of the Director of Social Services for 2014-15.

76 : SCHEME TO SUPPORT THE RESETTLEMENT OF AFGHAN AND SYRIAN INDIVIDUALS AND FAMILIES IN THE UK

The Lord Mayor advised that this report provided details of the Home Office Syrian Vulnerable Persons Scheme and the scheme for the resettlement of Afghan

nationals proposed by the Cabinet with a view to the Council supporting the implementation of the schemes. The Cabinet Member Health, Housing & Wellbeing, Councillor Elmore proposed the report which was seconded by the Deputy Leader, Cabinet Member for Early Years, Children & Families, Councillor Lent.

The Lord Mayor advised that an amendment to the recommendation in the report had been proposed by Councillor Bridges and seconded by Councillor Margaret Jones.

Councillor Elmore presented the report. She indicated that she opposed the amendment. She indicated that she was committed to keeping Elected Members fully informed as matters progress by way of Cabinet statement.

The report outlined the principals of the UK schemes to relocate Syrian vulnerable persons and resettle Afghan individuals and families. The Cabinet Member advised of work with partners to develop an approach to this crisis to ensure a structure is in place that partnership arrangements are solid and that a leadership group is in place to work on a regional basis

The Council's experience of years of successful resettlement has set the Council in good stance to plan to meet the educational, accommodation, health, and community-support needs of those we welcome. The recent escalation of the problem and the announcement of the change in scale of the United Kingdom response has meant that it is right and proper that the Council takes this decision to confirm its involvement in the schemes.

The Lord Mayor invited debate and Members unanimously supported the Cabinet's proposal.

RESOLVED – That Council supports the implementation of the scheme as approved by the Cabinet on 17 September 2015 to: -

- (1) in principle to enter into the Home Office's Syrian Vulnerable Persons Scheme;
- (2) in principle to enter into the Home Office's scheme for the resettlement of Afghan nationals that have supported the British Armed Forces in the Afghanistan conflict;
- (3) a multi - agency leadership group has been established to oversee the preparations for regional participation in the scheme comprising Members and Officers of the City of Cardiff Council , the Vale of Glamorgan Council, Cardiff University Health Board and Third Sector and Faith group representatives;
- (4) authority be delegated to the Director of Communities, Housing and Customer Services in consultation with the Cabinet Member for Health, Housing and Wellbeing to progress the detail of the Authorities involvement in the scheme.

## 77 : LEADER AND CABINET MEMBER STATEMENTS

The following Statements were received from the Leader and Cabinet Members.

1. Leader Statement (Economic Development & Partnerships)

### Core Cities Visit

On the one year anniversary of the Scottish independence referendum, the Core Cities held their first Cabinet meeting in Cardiff. The Core Cities are ten of the UK's largest cities outside London, are home to 18 million people and generate around 25% of the UK's wealth. It was a great opportunity for the Welsh capital to host the Leaders or Mayors of the major UK cities and experience Cardiff on the eve of hosting some major Rugby World Cup matches.

In September 2014, Cardiff and Glasgow became the first cities outside of England to join the network. As a Group, the Core Cities advocate the devolution of powers to cities to create more jobs, deliver effective services and make an even greater contribution to the national economy. Cardiff is more than playing its part. Two out of every three net new jobs in South East Wales were created in Cardiff over recent years and the city is projected to be the fastest growing major city in Britain over the next 15 years – a reflection on how desirable a place it is to live and work. Despite this, compared to other European cities like Munich and Barcelona, Cardiff and the other core cities are underperforming.

As members of the Core Cities, Cardiff has an opportunity to address this. Working with Welsh Government, Cardiff is uniquely placed to make use of the flexibilities of Welsh devolution and the lessons learnt from other UK cities to deliver on behalf of the wider city region and for Wales as a whole. The Core Cities Cabinet was also addressed by the Minister for Finance and Government Business who outlined the benefits of Welsh devolution. It was also an important opportunity to learn from the cities that have successfully negotiated and delivered City Deals in other areas of the UK, and who are currently negotiating further devolution and/or city deals.

The Core Cities also held interesting discussions with representatives from the Arts Councils of Wales, England and Scotland on how the arts can contribute to public service reform and social and economic inclusion. Over the next 12 months the Core Cities have agreed to do a major piece of work on economic inclusion that will help shape the national agenda on this issue.

### City Deal and Great Western Cities Submission to HM Treasury

The Cardiff Capital Region has now provided an initial submission for a City Deal to Her Majesty's Treasury ahead of the 4<sup>th</sup> of September deadline, following agreement by the Leaders of the ten local authorities of South East Wales. It confirms a collective commitment to negotiating a City Deal.

The Cardiff Capital Region (CCR) City Deal is being developed in time for the UK Government's March 2016 Budget and will require a period of intense work through the rest of this calendar year in order to inform the Spending Review and Autumn Statement. The next steps will involve a detailed programme of stakeholder engagement to develop the City Deal further. Though the timescales will be challenging, this represents an important opportunity for the region.

Cardiff, Bristol and Newport have also provided a submission to Her Majesty's Treasury about how the Great Western Cities (GWC) can help grow the wider economy of the Western region and rebalance jobs and prosperity across the UK.

The Great Western Cities are in one of the six 'powerhouse super-city-regions' that were identified by the RSA's City Growth Commission as being fundamental to powering the British economy over the coming decades. The GWC investment proposition and the Cardiff Capital Region City Deal are independent but entirely complimentary developments. Both the Bristol City Region and the Cardiff Capital Region are in the process of developing city deals to further enhance regional prosperity. The GWC proposal will enhance local opportunities by better connecting two successful city regions. The proposal focuses on investment into national connectivity, energy infrastructure and better marketing the region to global businesses. This autumn a report will be launched which sets out the strategic economic case for the Great Western Cities, alongside the investment propositions for the key projects.

#### China Trade Visit

Following a private visit to Xiamen in August 2014, during which I met the Mayor of Xiamen and agreed to explore new ways to develop the long standing friendship between our cities, I was invited to attend the China International Fair for Investment and Trade (CIFIT) in Xiamen earlier this month. CIFIT is currently China's only international investment promotion event aimed at facilitating two-way investment in participating countries.

These links are increasingly important as platforms for more mutual trade, investment and research opportunities. Large and growing markets for Welsh goods and services, like China, therefore offer real economic benefits to the wider Cardiff Capital Region and can support jobs.

It provided an excellent opportunity to meet with investors, promote Cardiff and the wider Cardiff Capital Region, and help build connections with businesses in one of the world's biggest economies. It also helped further cement the twin city ties between Cardiff and Xiamen.

#### Cardiff Business Awards

On the 18<sup>th</sup> of September I addressed over 400 attendees present at the inaugural Cardiff Business Council Awards at City Hall. It was an opportunity to celebrate the best of the capital city's business and the huge contribution that our city's entrepreneurs make to Cardiff. From successful pop-up food events, to outdoor cinemas, new music festivals and unique retail offerings – entrepreneurs help make Cardiff one of Europe's most liveable cities. The nominees for the awards were all testament to this.

Cardiff's economy is also growing, with business start-up rates in the city having increased considerably in recent years. The Capital is now home to a strong small business sector, international companies, top universities, and has a skilled workforce. These are the building blocks of success which will be supported by

investment in the infrastructure and environment that supports business. The Cardiff Business Awards provided an opportunity to hear about how businesses see the future of the city, as well as celebrate their contribution to life in Cardiff.

### Cardiff's Central Square regeneration

Legal & General have invested £400m in Cardiff's Central Square Regeneration scheme. This represents the single biggest private investment for over a decade in Cardiff and the biggest property deal ever seen in Wales. The investment will support the redevelopment of one million square foot of land – transforming the area around the city's train station into a thriving business district. The redevelopment of this part of the city is a key priority for the administration.

There is no doubt that the City Council has to look at innovative ways to deliver vital projects and this is an excellent example. The redevelopment of Central Square will be overseen by Foster and Partners, award winning British architects who have an innovative, modern and sustainable approach to architecture and integrated design. The development will therefore not only significantly improve the landscape of Cardiff for those arriving from Central Station, it will also deliver growth and investment, bringing approximately 10,000 jobs to the area in the heart of Cardiff's Enterprise Zone.

This major commitment from Legal & General provides new impetus for the delivery of the Central Square regeneration scheme, having agreed to support the Central Square redevelopment. This will include the proposed new BBC Headquarters building which is set to receive final approval to proceed in October. Legal & General's decision is a major vote of confidence in Rightacres, and the City of Cardiff, where they employ around 1100 people. Whilst the investment deal stands on its own merits, Cardiff is now well known to Legal & General, and in an increasingly competitive city-regional investment market. It is clear that the city is now well established as a location for blue-chip investment.

The Leader responded to questions on his statement relating to the Cardiff Business Council; Business rates; City deal and collaboration with regional Local Authorities and the Great Western Cities partners.

## 2. Corporate Services and Performance Statement

### Employee Engagement

- Over 3,200 employees took part in this year's Employee Survey, a full 1000 more employees than in 2013, which represents a 51.6% return rate. In addition, almost one thousand comments and ideas were submitted by staff as part of the survey process, which will provide valuable detail to feed into new corporate initiatives. Next steps include further staff roadshows in November to look at commitments in response to the findings.
- The e-learning Attendance & Wellbeing module was launched as part of the compliance for all managers for completion by no later than 31 October. Consultation has commenced on proposed changes to the Disciplinary Policy in order to ensure the process is managed as efficiently as possible.

- The Cardiff Manager programme is progressing with some 350 managers from Grades 7 to 10 enrolled across the Council.

#### Digital Cardiff

- Following the expansion of C2C opening hours and a review of the working practice, the peaks in demand have little impact on the performance to customers. This is seen in 11,840 Waste Management cases last month which is a 27.7% increase from this time last year and comes as a result of the completion of phase 1 of the Waste Restrictions programme. Despite this increase, calls to the Waste and Highways line were answered within an average of 15 seconds.
- Customer Satisfaction remains high within C2C 153 telephone surveys were completed in August, resulting in an actual satisfaction rate of 99% and 20 surveys were also carried out through the medium of Welsh and resulted in a Satisfaction rate of 100%.
- In August customers spent an average of 2 minutes 19 seconds on the website during which time they viewed an average of 2.65pages. These statistics continue to support feedback from the latest Ask Cardiff Survey and SOCITM report that indicates customers are able to quickly find the information they want on our website.
- The Council's free Wi-Fi super connected cities project has been very successful with residents and visitors using the service for over 4.5 million minutes every month.

#### New ICT Schools Service Level Agreement

A revamped ICT Schools SLA is now in place offering schools more information about the services they might wish to subscribe to from ICT. There has been a very good take up with many asking for more services than previously. There are teething problems where some schools have failed to read the options and have neglected to sign for services they require and we are working with these schools on options.

#### ICT Apprentices / Work Experience

This year ICT have employed their first two apprentices. One has recently been appointed to a permanent role which is very pleasing for both the individual and the council. ICT is also providing work experience for an individual under the Looked After Children (LAC) work experience initiative.

#### Blaenau Gwent CRM contract

From 1<sup>st</sup> October we will no longer provide CRM services to Blaenau Gwent as their ICT is now being provided by the Shared Resources Service in Blaenavon. This brings an end to a very successful co-operative working arrangement that has been in place for the last 6 years.

#### Strategic Estates

- Good progress continues to be made with improving the way the Council manages its property assets.
- Following the approval and publication of the Corporate Property Strategy and the Corporate Asset Management Plan earlier this year, we are starting to see a more joined-up corporate approach across the Council. New Service Area asset plans and Neighbourhood Area asset plans are being put into place.
- The Asset Management Board now meets monthly with a view to ensuring the Council targets to rationalise and modernise the estate are delivered and to improve collaboration with local partners.
- The office rationalisation programme is also working towards several key moves including the vacation and possible assignment of Global Link, whilst more staff continue to be relocated within County Hall. We have also initiated significant work around other buildings occupied by staff, such as depots, in advance of considering alternative delivery model proposals.
- Good progress has been made with CATs at Pentreban and Maesycoed Community Centre, and further CATs are being prepared including the impending advertisement of Roath Library and Canton Community Hall.
- A new strategy for the management of the Council's investment estate will be presented to Cabinet for consideration prior to Christmas

#### Resources

- The Financial Statements for 2014/15 have now been audited and appear on the agenda for approval. The accounts are unqualified and the Audit Committee complemented officers on the successful outcome of a complex set of tasks.
- Budget preparation for 2016/17 and the medium term is progressing with the intention of public consultation commencing during November.

The Cabinet Member responded to questions on his statement relating to the Connect to Cardiff performance; Canton Community Hall; Alternative Delivery Models and partnership with Trade Unions; Collaborative Working; employee Survey and matters around improvements to staff health and wellbeing.

### 3. Education Statement

Improving educational opportunities for our City's children is one of our corporate priorities. It is vital for the economic prosperity of the city and for the life chances of our children.

The results for the 2014-2015 academic year build on last year's improvements. The actions we have put in place to address longstanding shortcomings in provision are now having a positive impact on improving outcomes for learners. Standards of attainment continue to improve in all key stages and in many indicators at a faster rate than across Wales as a whole although outcomes at the end of each key stage are not yet high enough.

In the Foundation Phase and Key Stage 2 the rate of improvement has increased in Cardiff in each of the past three years, whilst across Wales the rate of improvement

has slowed. Cardiff is now at least in line with the national average in all the main indicators in the primary phase.

At Key Stage 3 performance is still improving albeit the rate of improvement has slowed. At Key Stage 4, outcomes improved in nearly all the main indicators. In the level 2+ threshold Cardiff's performance increase rose again, making a 9 percentage point (ppt) improvement over the last two years; in 2011 8 schools fewer than 40% of their pupils achieved level 2+, now only 2. Whilst there has also been improvement in the wider level 2 measure, the rate of improvement on this and the currently available data on the level 1 measure are of continuing concern in a number of secondary schools.

An increasing number of pupils of all ages attain the highest levels at each key stage. Girls continue to outperform boys at all key stages, but the gap in performance has reduced in Key Stage 2 and Key Stage 3. The difference in performance of pupils who are eligible for free school meals and those not eligible is reducing at each key stage.

The improvement is not consistent across the board so there is no room for complacency. We will continue to work with the consortium and schools to lift standards further. There is increasing partnership work between schools to enable best practice to be shared but as a Local Authority we have shown that we are prepared to intervene where there is continuing concern about standards.

Some schools have had particularly good results this year. Amongst Secondary schools Fitzalan achieved above 50% on level 2+, Cardiff high and Corpus maintaining high standards and a big rise in Radyr and Whitchurch High Schools. Two Primary schools, St Joseph's RC and St Mellons achieved 100% in both FPOI and CSI. Many primary schools achieved big improvements in the number of children reaching the FPOI: Bryn Celyn Primary, Pentreban Primary and St Fagans Church in Wales Schools all achieved more than a 20ppt improvement.

The Cabinet Member wished to congratulate staff and pupils on the results this summer and thank them for their work. Without the efforts of teachers none of this improvement could have taken place.

Members commended the Cabinet Member and her predecessor on the progress being made in standards in Cardiff Schools and the positive results in the Summer. The Cabinet Member responded to comments made on the Estyn inspection; differences in attainment between girls and boys. The Cabinet Member undertook to provide an update for Members in her statement on the attainment of Local after Children.

#### 4. Skills, Safety & Engagement Statement

##### Questions to Scrutiny

In October the Council's five scrutiny committees will introduce arrangements for citizens to directly ask questions at their meetings. This measure, one of the first changes stemming from the Council's recently adopted *Improving Scrutiny* Project, is



designed to increase citizen involvement with local democracy. It aims to fulfil a recommendation from the Policy Review and Performance Scrutiny Committee's *Public Engagement with Scrutiny Inquiry*.

An initial pilot in October and November, arranged in partnership with Cardiff Third Sector Council, will see third sector organisations asking one question at each scrutiny meeting. The pilot will be evaluated with a view to making this an ongoing feature of scrutiny committee agendas.

#### Strategic Equality Scheme 2016-20

The Council is required under the Equality Act 2010 to publish every four years a Strategic Equality Plan, setting out its medium term equality objectives, and how through delivering these objectives the Council will work to eliminate discrimination, promote equality and promote good relations between different groups.

Various local stakeholders and individual citizens will be invited to contribute their views on draft Plan, which will be published in October. From the feedback received, a final Plan will be published in April 2014. The Plan will reinforce a number of related initiatives, including the recently adopted Ageing Well Delivery Plan

Members of Policy Review and Performance Scrutiny Committee will consider the draft Plan in October and provide their structured feedback, but more generally Members of this Council will be warmly invited to provide individual feedback on the draft Plan.

#### Artist In Residence

The Council has been asked to participate in an Artist in Residence Programme led by "Made in Roath" taking place across Cardiff this Autumn.

Artist-in-residence programmes exist to invite artists, academicians, curators, and all manner of creative people for a time and space away from their usual environment and obligations. They provide a time of reflection, research, presentation and/or production. They also allow an individual to explore his/her practice within another community; meeting new people, using new materials, experiencing life in a new location. Art residencies emphasize the importance of meaningful and multi-layered cultural exchange and immersion into another culture.

They have proposed a Public Democracy project at no cost to the council which would involve a local artist observing committee and council meetings. More detail will follow but I encourage members to support this initiative as part of our public engagement work across the council.

The Cabinet Member responded to comments made in relation to the positive engagement with scrutiny with the introduction of public questions and matters around the protocol for exhibitions in Council venues.

#### 5. Environment Statement

### Cardiff Allotments Service – Local Management Agreement

Over the past 12 months Officers and the Member Champion for Community and Food Growing have been working closely with Allotment Communities to revise the Allotment Local Management agreement, through a review designed to encourage more Site Associations to enter into local management agreements. The review has resulted in the provision of three levels of agreement tailored to meet the capacity and expertise within individual Site Associations. A grant payable is based on a percentage of site income from the previous year and reflects the level responsibility adopted by the Site Association, selected from the menu of options. 2015/16 is the pilot year and ten Site Associations have entered into an agreement and two have indicated that they wish to enter into an agreement from April 2016 bringing the total to twelve of twenty eight Site Associations. The process of involving the Allotment Community in developing the new agreements has been a very beneficial experience and seeks to address the commitment to, where possible devolving responsibility and engendering a greater sense of ownership. I anticipate an increase in the uptake of agreements in 2016/17.

### Conservation and Repair Work to Bishops Palace and Llandaff Bell Tower

Cadw awarded two Scheduled Ancient Monument grants to the Council of £21,067.77 and £20,049.83 to implement conservation and repair work to the Bishops Palace and Llandaff Bell Tower respectively. This funding, along with £104,000 of capital funding within the 2015/16 capital programme, will be used to repair cracked and collapsed masonry to stabilise vulnerable sections of both monuments and provide seating and interpretation within the Bishops Palace to help to restore the amenity value of the garden and understanding of the monument. The work will be undertaken during the three month period from October – December 2015 and is anticipated to be completed by Christmas, subject to weather conditions.

### Natural Resources Wales (NRW) Funding 2015/16

The Council has received two awards of funding from the NRW 2015/16 grants programme. A Joint Working Partnership award of £45,000 has been allocated for a range of small access, conservation, educational, biodiversity and environmental projects across Cardiff. These will be implemented by the Parks Service, Rights of Way Team and County Ecologist, working in association with Friends Groups and other organisations. A second Competitive Programme grant of £25,000 over three years has been allocated for the development of a volunteer hub at Forest Farm and will be used to develop the capacity of the Parks Service and Rights of Way Teams to support volunteer working throughout Cardiff as well as improving the infrastructure at Forest Farm.

### Alzheimer's Society

The Council's Parks Service, in partnership with the Alzheimer's Society UK is developing a project designed to provide support and therapy to individuals suffering from the disease and through the development, design and management of annual bedding displays. The project which is at an early planning stage demonstrates the

Council's commitment to working with partners and supporting the Society in Leading the Fight against dementia.

#### Horticultural Heritage Skills Scheme

As part of the City Operations Directorates People Programme the Parks Service has been successful in recruiting a Horticultural Trainee through the Horticultural Heritage Skills Scheme and for a period of fourteen months. This Bursary Scheme is funded by Heritage Lottery and is aimed at increasing the number of skilled Gardeners available to sectors through the provision of training programmes within Gardens of special heritage interest.

#### Waste Changes

The Cabinet Member hoped that the weekly updates on the collection changes were helpful and evidences that the scheme is on track and progressing well. The collection changes are now in full flow; an additional 9754 households now have a bin service instead of a sack service; just over 16,000 households have settled into the new striped bag service well and the city wide exchange programme has now completed over 15,000 household bin exchanges. We have also seen a good increase in people requesting food caddies as they begin to recycle more.

Residents are signing up to the new reusable sack service which started on 7 September 2015 and they are starting to use the orange stickers on the green bags to reorder more bags.

This month we are welcoming back our student community with recycling packs (bags, liners and information) to encourage them to understand the need to recycle and present their waste correctly.

Work continues to yield results in the neighbourhood trial areas. The initial LEAMS (street cleanliness surveys) independently surveyed by Keep Wales Tidy have noted an improvement in our streets in just one quarter. We improved from 66% to 66.4% in just a few months.

This is a significant contribution to the Council's "One Planet Cardiff" strategy which aims to reduce the overall environmental footprint of the city.

The Cabinet Member responded to questions raised in relation to the Tidy Text; Education support for the new Waste Management scheme; recycling targets; and availability of green bags.

#### 6. Community Development, Co-operatives & Social Enterprise Statement

##### Ball in the Wall

Commuters, residents and visitors woke up to a surprise on the first day of Rugby World Cup 2015 as Cardiff's most iconic landmark became the centre of attention when a giant rugby ball appeared to have crashed into the side of Cardiff Castle.

The '*Ball in the Wall*' spectacular was created as part of a nationwide initiative funded by ER2015 to support the promotion of host cities and cause a stir in the Welsh Capital.

In fact it caused such a stir that coverage went global and reports featured in French, Irish, New Zealand and even Palestinian press outlets.

The images went viral across social media and soon selfie's of the ball were being shared and the 'Ball in the Wall' hashtag out-trended #RugbyWorldCup putting Cardiff well and truly on the world map!

The initiative was developed collaboratively by the authority's events team and Wild Creations, a local Cardiff company helping to further showcase the excellence of the Capital's creative sector.

### Fanzone

ER2015 have established fifteen Official Fanzones around the UK giving fans an opportunity to soak up the tournament atmosphere and join in the nationwide celebration of rugby.

On behalf of ER2015, the Councils Events Team working in partnership with Cardiff RFC have created a Fanzone at the Arms Park which is second-to-none, welcoming nearly 40,000 fans through turnstiles in the first weekend!

Not only can visitors watch live coverage of all matches across the tournament on a 40m sq. screen; they are also being treated to live entertainment including street theatre performers, DJs and music, S4C Regional Choirs, a Haka Day Out and Fijian Fire Eating.

They can also take part in sponsor activations and rugby activities such as a Kicking Cage, 3D Scrum, Batak Response Test and Speed Pass.

Again, media headlines and reports have been outstanding, proving that the Fanzone is a hit with supporters. The coverage has featured amazing quotes from visitors like Brian Swane - an Irishman from Cork, now living in London.

It was reported that he was completely smitten with Cardiff, and the Fanzone in particular saying, "Cardiff is amazing," he said. "It's the best city in the world to watch rugby and the best stadium in the world to watch rugby. The Fanzone has been brilliant today. I love that there is something for everybody. I know officially it's an England World Cup but it's a Welsh World Cup as well."

Source: Wales Online <http://www.walesonline.co.uk/news/wales-news/the-best-city-world-watch-10096341>

### Time Credit Launch

The Cabinet Member was delighted to highlight the recent launch of the first UK city-wide Time Credit scheme in City Hall on 10<sup>th</sup> September.

The new scheme is being branded as “*Strengthening Cardiff Together; One hour at a time*” and is about rewarding individuals for every hour of their time they give to supporting local services or community activities.

As many of you will know, over the last three years the presence of time credits has grown in Cardiff as it has been taken on by a range of different organisations. However, this new scheme means that time credits are now being extended throughout the Families First programme and the City of Cardiff Council’s Youth Service, so that time credits can be accessed by individuals and communities right across Cardiff, not just in certain areas.

As the Elected Member for the Caerau ward, the Cabinet Member explained how he had seen first-hand the difference time-credits can make to our communities through the work that Communities First have been doing with Spice in this area. Working in partnership with organisations such as Communities First, Families First, Dimensions, Age Connects, The Sherman, the Youth Service and residents from communities like Tongwynlais can bring services closer to people and give areas the opportunity to shape the services they receive. The Cabinet Member strongly encourage everyone to think about how this new scheme can be used in their areas and be part of this innovative approach, and bring change with tie credits to Cardiff.

#### 78 : ORAL QUESTIONS

Question: County Councillor Woodman

Will you give a firm commitment now to host the football exhibition which was removed from Central Library of Jewish, Christian, and Muslim football players playing football captured in a series of photographs as soon as possible in a building owned by Cardiff Council, please?

Having seen the exhibition, there is no offensive content, and indeed I have received no criticism whatsoever that the photos are offensive in content. If Cardiff Council hosts the exhibition in the coming few weeks, it will go a very long way in re-establishing Cardiff as a city that embraces sport, embraces all faiths, embraces all cultures and all communities , and will build bridges with the Jewish community who reside here and elsewhere.

Reply: County Councillor Bradbury

I hope that my responses to the previous written questions on this issue have made my position clear, as well as my response I gave earlier to the public question.

I think it is essential that a proper process is in place that will ensure that Officers can make fully informed decisions on the appropriate use of Council’s public space in line with our duties to promote good community relations.

Therefore, I have asked officers to undertake a review, which you are aware of, to establish such a process precisely because I want to avoid any future community concerns such as the one you describe in your question. I am not going to pre-empt this process.

Supplementary question: County Councillor Woodman

The peace process in Northern Ireland began with Catholics and Protestants working together – actually, a group of women.

In your response, you do not give me a timeframe for your review. So when do you envisage completing this review, please? And, upon completion, will you then reconsider my question to you today? And, as she's left the chamber, would you please speak to Councillor Lent, because I am being bombarded with emails from people who contacted her – and she hasn't replied – in relation to this exhibition being removed?

Reply: County Councillor Bradbury

I cannot speak for my colleague, Councillor Lent, but I will mention that you've raised this in the chamber.

I'm reluctant to put a direct timescale on this due to the fact that I want to make sure that the review is thorough and I don't want to rush it. However, the Chief Executive and the Director of Community and Housing are here. They are carrying out the review on my behalf and I will make sure – and we've had comments on this already – that they keep not just yourself, but all party leaders and all groups informed of the result.

It is an operational decision. Exhibitions in the Central Library are operational decisions, and that should stay the case, because there should not be political interference in what Officers deem appropriate after this review is carried out.

Supplementary question: County Councillor Darren Williams

Do you recognise that the concerns that were raised about the exhibition were not to do with the content to which Councillor Woodman refers in her question, but to the feeling that the exhibition did not give a full and accurate depiction of the experience of football in Israel and Palestine, inasmuch as it did not reflect the fact that Palestinian footballers are frequently prevented from playing, from travelling to play in games, which is against UEFA and FIFA rules; that players are harassed and sometimes imprisoned; and their sporting facilities are being attacked?

In view of that, I hope that, if the contentious exhibition is restored, that it is balanced out by another exhibition that reflects reality from the Palestinian side?

Reply: County Councillor Bradbury

You are asking me to pre-empt the review and I am not going to pre-empt the review and the process. I just refer you to the answers I have given earlier on.

Question: County Councillor Dianne Rees

The cost of the new smaller black bins is now £1.1m instead of the original estimate of £2.4m. While this is a welcome saving to the council tax payer, it does beg questions:

- How could the Council get it so wrong?
- How will the unexpected money be spent?

Reply: County Councillor Bale

First of all, I'm glad to see you welcoming the fact that we've come in under budget on something such as this procurement.

You will have noticed that actually it was £2.7m that was provided in Capital budget, not £2.4m, as stated, to support this project.

And the changes were down to a number of factors, not least market testing and data modelling on the houses that were actually included in the final procurement exercise.

The final price was also the result of a robust procurement exercise. You will no doubt be aware as well of the system we introduced for home-to-school transport that saved the authority almost £600,000 and this is another example of Council Officers looking at ways that we can bring procurement projects under budget, but this is only month four, so it may change as a position – I do need to reiterate that to Members.

In terms of your second point, I would say again that this was an allocation from the Council's capital programme, so any saving in terms of the budget allocation will result in less of a borrowing requirement for the authority.

Supplementary question: County Councillor Dianne Rees

Do we have the necessary experienced staff? Experienced in accounting and procurement? Because we got this significantly wrong in the first place.

One would hope that it wouldn't get that far again. And how many other projects have gone through without the smaller sum being negotiated?

That was a question which has been raised in the WAO report and also the Audit Committee report about procurement skills. So that's really what I wanted to get to.

Reply: County Councillor Bale

The example I gave earlier of the introduction of unique system I think shows that we have a procurement team that is up there among the very best in Wales.

I certainly think that our staff in this area are not staff that we should be raising concerns around. I think this is an area we can celebrate and we can actually welcome the fact that not only are we coming under budget from a market-driven procurement exercise, but that we also have a procurement team that won awards, actually, for the work that they've done.

We are absolutely committed to high-quality procurement. This is an example of where we've absolutely got it right and we need to be very thankful for that.

Supplementary question: County Councillor Boyle

Of course it's welcome when something is delivered under budget. But when you set your budget at the start of the year, you also set your Council Tax. And £1m is 1% on Council Tax, so it is important that you get these sums right because you're also setting the amount of money that you're charging the residents of this city and they need to know that when you're setting your budgets and setting their Council Tax that you're doing it rigorously and accurately.

Of course we welcome that it has come in under budget but that should have been nailed down when you set the budget and when you set the Council tax, not subsequently.

Reply: County Councillor Bale

I would reiterate to Members that this is an allocation from the capital programme – it is not a revenue expenditure, which is where we set our Council Tax rates from – so this was a budgeted programme in capital. We came under budget in this exercise. It's something that's still being monitored – we're still only in month four – but, as I say, it's something that Councillor Rees acknowledged is a good outcome in terms of the procurement exercise.

Question: County Councillor Richard Cook

If there is a surplus above the target amount in the moving traffic offences and civil parking offences fines at the end of the financial year 2015/16 what do you propose to spend the surplus on?

Reply: County Councillor Patel

If a surplus is realised through penalty charge notices they can only be used in accordance with Section 55 of the Road Traffic Regulation Act 1984.

The Act allows funding to be spent on the following:

1. The operation of, or facilities for, public passenger transport services.
2. Highway improvement projects in the local authority area.
3. Environmental improvement in the local authority area.

Currently, the strategy for any surplus is to expand the current provision of enforcement cameras, enforcement cars, and also to improve our on-street parking meters.

Supplementary question: County Councillor Richard Cook



Cardiff needs to move to a 50-50 modal split, which I've talked about enough. Will you commit to spending half of any surplus as is laid down by the law that you just said on environmental projects and highway projects, improving walking and cycling in this city?

I believe that those two things you suggested cover, for example, resurfacing pavements and creating cycle ways. I think it's only fair that we should spend 50% of the surplus on walking and cycling as well as vehicle movements. Will you commit to do that?

Reply: County Councillor Patel

I'm not going to commit myself to a 50% spend because, as you appreciate, that is a decision for the Council – not my own decision. What I can commit is, as I said earlier on, some of those things we're doing.

As far as the environmental issues, we will be looking at, for example, tactile pavement on crossings; ramp access where there are disability issues; developing the public right of way network; and supporting projects such as Greener Grangetown, Rhiwbina flood alleviation scheme, and the bike-hire scheme.

Supplementary question: County Councillor Howells

Thanks to funding that was secured by the Welsh Liberal Democrats, work on the Eastern Bay Link Road is about to start in November, with completion in February 2017.

Can consideration is given so that any surplus that you do have in the highway fund to devise schemes that encourage traffic to use this road and hence reduce congestion along Newport Road, particularly by the CRI in Adamsdown, which is heavily congested, and also schemes that discourage rat-running through Adamsdown and Splott, as happens at the moment.

Reply: County Councillor Patel

Certainly, what we would be looking at is a city-wide approach. It wouldn't just be one particular area. It would be unfair of me to say we will look at Adamsdown, or somewhere like that, but what we will do is certainly look at a whole city-wide approach. And what I would welcome is certainly if you've got any of those concerns is drop me an email and we will put that into the system.

Question: County Councillor Clark

The timetable for completion of the new Cardiff bus interchange was outlined in the 2 July 2015 Cabinet report. It said it was planned to:

- sign the lease with the BBC to release the current bus station land in October 2015
- present to Cabinet the bus station detailed scheme and costings in October 2015
- submit the planning application for the bus interchange in December 2015

However, I understand that the detailed scheme and funding approach will not be submitted until the November 2015 Cabinet meeting.

When do the Council anticipate the signing of the lease with the BBC to release the current bus station land? In addition, will the planning application for the new bus interchange still be submitted by December 2015?

Reply: County Councillor Patel

The Council still anticipates the BBC signing an Agreement to Lease in October.

Site preparation works are due to commence at the old bus station site next week.

This will discharge pre-development planning conditions and enable the development to commence as soon as the BBC signs their lease.

It is anticipated that a report dealing with the detailed scheme and costings will be brought forward for consideration by Cabinet in November.

Since the last report to Cabinet in July, Network Rail has brought forward concept plans for the modernisation of Central Train Station and work has begun to join the two schemes up.

The intention now is to deal with the planning application for the new interchange building in two phases. The first phase will be submitted in December and will deal with the demolition of the NCP car park and excavating the site.

The second phase will deal with the detailed design for the new interchange building and will be submitted in April/May.

Supplementary question: County Councillor Clark

I am concerned that it sounds like the actual consideration of the costings, which were due to be in that initial October report will now be in November and the release of the Council land will be made before we've got any idea of the overall costings of the scheme.

What kind of reassurance can you give me that Members will have a chance to scrutinise the release of that land? Or can it not be brought forward – the actual costings for it?

Could you also clarify for me which committee or forum or individual at this council is actually going to make the decision to release that current bus station land for the BBC to build on – which was the forum that made that decision, please?

Reply: County Councillor Patel

As you are well aware, as you are a member of the Environmental Scrutiny Committee, there has been a joint scrutiny between the environmental and economic scrutiny which have been looking at it. And I have always made that promise that it

would be, obviously anything to do with this development it would come through scrutiny.

The thing we have to remember is this article [front page of the South Wales Echo 22/09/2015] which was only a few days ago, clearly says “it’s a £400m square deal. Legal & General agreement described “a huge vote of confidence””.

And I quote: - “The deal has been welcomed by UK chancellor George Osborne.“He said: “Today we see a major vote of confidence in the Welsh economy with a new partnership between Legal & General and Rightacres.

“Laura Mason, director of direct Investment at Legal & General Capital, said: “Cardiff has been hugely successful in establishing itself as real player in the inward investment arena and Central Square represents the most exciting regeneration scheme due to come forward in Wales.”

And the Echo comments are very simple and clear here:

“The massive nine-figure Central Square deal we report on today cannot be seen as anything but a massive vote of confidence in Cardiff. Cardiff is a city that is clearly going places.”

That speaks volumes and is not negative towards this scheme.

Supplementary question: County Councillor Dianne Rees

I just wanted to say that I think we ought to congratulate here the Welsh Secretary for bringing investment into Cardiff as was evidenced by George Osborne’s statement so I think we ought to congratulate him. The work done behind the scenes, particularly electrification in Wales has been tremendously successful in improving the economic attractiveness of Cardiff. Do you agree?

Reply: County Councillor Patel

No I don’t. What I would like to do is congratulate the Leader and the First Minister for having the vision. So thank you very much.

Question: County Councillor Cowan

The Council has revealed that the cost of replacement wheelie bins necessary to operate the new household waste collection arrangements was over-estimated by some £1.1 million.

Will the Cabinet member confirm that the over provision in the budget will now be allocated to finance the continued operation of the Wedal Road Recycling Centre in accordance with the stated wishes of the Cardiff public?

Reply: County Councillor Derbyshire

The decision to reduce the number of household-waste-recycling facilities from four to two, which included the closing of the Wedal Road site, has already been taken as a Council decision in 2013/14 and reiterated in 2014/15. And I don't remember your objections at the time.

This decision was taken to save on the Council's revenue expenditure, not the capital expenditure. As an experienced Councillor, you will be aware that the Council cannot switch money between these two types of funding. A capital budget has already been provided to support the development of the new household-waste-recycling centre. The decision has not been based on capital allocations.

As indicated in the month four budget monitoring report to Cabinet, the projected £1.1 million underspend will be used to reduce the Council's borrowing requirement. The allocation is from the Council's capital programme and therefore cannot be used to support the revenue costs of the continued operation of the recycling centre.

Supplementary question: County Councillor Cowan

I ask you to put on record why you detracted from the proposals originally from Councillor Govier and then proposed your new proposals. I understand the cost was cost-neutral, whichever site you went for. So could you just explain the rationale behind the change from the Labour Cabinet from one Cabinet Member to the other?

Reply: County Councillor Derbyshire

Well, Councillor Govier's not here but I will explain. Councillor Govier at the time felt that there was only one option available to him. Following representations from a number of people, including local Councillors in the area, I asked Officers to explore the possibility of another site. Lamby Way came up as a very distinct possibility.

When we compared the two sites – Wedal Road and Lamby Way – it became very clear to me that Lamby Way was a much more suitable site. It's out of the way of residential... people, so it's not going to cause them the same problems. The traffic flow there is much easier and simpler to do. So, in terms of reality, it was a much better site.

And I just wanted to comment on your comment about the Cardiff public. I take it you're including in that overwhelming wish of the Cardiff public the residents of Wedal Road – are you – who have made it very clear to me that they don't want it to be in Wedal Road, and also the residents that use Lamby Way – you seem to be forgetting that Lamby Way is being used as well.

Question: County Councillor Gordon

Riverside Ward residents welcome Ninian Park Road traffic calming and speed reduction measures and ask if there can be support for Wyndham Crescent and Romilly Crescent 20mph speed limit in view of their proximity to primary schools and being a main rush hour route to and from the city centre?

Reply: County Councillor Patel

The Council introduced a “signs only” 20mph limit in the Cathays area in March, 2014, as part of a two-year pilot project.

The 20mph speed limit project is being monitored at six-monthly intervals over this time period. Data is being compiled on vehicle speeds, journey times, and walking and cycling flows. The monitoring data will be fully assessed and compared to the baseline data recorded prior to the introduction of the 20mph limit to give an indication of the impact of the 20mph limit on vehicle speeds.

This body of evidence will, once analysed, enable the Council to consider whether or not to introduce 20mph limits more widely across the city. Requests for additional 20mph limits are being recorded and will be considered following the evaluation of the pilot.

Supplementary question: County Councillor Gordon

There’s so much pressure and so many more cars and there seems to be an attitude amongst people in cars that as long as they’re in their car, they’re safe and they don’t care about people on foot. And Windham Crescent is actually goes past St Mary’s Primary School.

Surely, two years is rather a long time to run a pilot. Can’t you possibly bring it forward so that we can have 20mph zones in other areas of the city?

Reply: County Councillor Patel

One of the exercises that we are carrying out – which I remember having a discussion with you – is certainly to look at the pilot in advance. That’s why there’s six-monthly investigations going on. So, obviously, if we have a pattern which clearly says that this is progressing well then, obviously, I will have to review that pilot hopefully a bit earlier.

At this moment in time I can’t say that. But what I can say is there are other schemes which we do look at. Which is like, say, for routes to schools. Unfortunately, a bid was submitted for safer routes in community funding for financial year 2014/15 for the creation of school safety zone outside St Mary’s Roman Catholic Primary School in Windham Crescent in Riverside.

Unfortunately, funding was not awarded for this scheme. But that does not mean it just stops there – we will continue to look at these schemes and we will continue to monitor the traffic in that area.

Supplementary question: County Councillor McKerlich

Can you suggest to Councillor Gordon that she should not be greedy and that, in the run-up to a Riverside election, it would be absolutely shameless for you to offer this bribe to the people of Riverside? So for that very good reason, you will tell her that all available funds will be channelled instead to the much needier environment of Radyr and Morganstown.

Reply: County Councillor Patel

Councillor Gordon has been very active in this for many years and I can clearly recall Councillor Gordon coming to contact me over a year ago, well before any by-election. So she has been campaigning on this issue for a long, long time. I welcome any Member who actually fights for their wards and campaigns for it, and equally the same, Councillor McKerlich, when you had issues in your ward I was out there with you to look into those issues. So I'll do that with any other Members.

Question: County Councillor Carter

What steps is this council going to take to mitigate the risks of increased fly tipping as a result of the new smaller bins?

Reply: County Councillor Derbyshire

Comparisons have shown that fly tipping may not necessarily increase with restricting waste bins, so we shouldn't be scaremongering on this. You may recall I've answered Councillor McEvoy in the past, who created the same sort of question to me. However, we have planned for all scenarios and additional Enforcement Officers are in place, as I mentioned to Councillor Thomas, to tackle any of the waste presentation issues or flytipping of waste.

The teams are working hard to ensure residents make full use of the recycling and support services available to them, as well as tackle those that present black bags incorrectly.

Supplementary question: County Councillor Carter

I think it's disingenuous to talk about scaremongering. This is a real threat to wards such as my own, which is full of woods, across Pentwyn and Llanedeyrn.

Thank you for those assurances and additional Enforcement Officers and, obviously, your hope and faith that it isn't going to be a problem.

But, having said that, if it fails and if your actions do fail, would you make a commitment to this Council chamber that you would reconsider your own position and possibly do the honourable thing and resign if you come back in a year's time and find that this foolish scheme of yours has actually plunged my ward into the depths of rubbish and litter?

Reply: County Councillor Derbyshire

You accuse me of scaremongering and then tell me I've issued a foolish scheme. I seem to you remember your own party rolling out bins previously. This is not a new thing. If you look elsewhere, everybody else is doing the same sort of thing.

This is a way to increase recycling. Would you rather me sit on my hands and do nothing and therefore not have the problems that you're alluding to and ending up with failing to meet our recycling targets and getting a fine of a couple of million pounds a year? That's not the way forward for me. I think we have to make positive

action. I'm prepared to take positive action, even if at times it can prove a bit unpopular.

What I have said to you is that we are producing the Enforcement Officers – an extra 18 people are temporarily in place – to actually deal with those sorts of issues. They will remain in place until I feel comfortable that we have addressed all the issues concerned.

I can't give you a cast-iron guarantee that fly tipping won't increase at all. What I can say is that the intention is to make sure that it doesn't increase. But we have to deal with it as it comes.

Supplementary question: County Councillor Graham Thomas

I stand to support Councillor Carter's question because I do think fly tipping is likely to increase as a result of these measures and, indeed, we've already seen fly tipping increase as a result of the recycling centres.

Will consider taking targeted action in wards such as mine, which are distant from recycling centres now, such as public-access skips, which may have a rota of every two months, etc. and therefore would help alleviate the problems.

Reply: County Councillor Derbyshire

I have said on a number of occasions in the past, on the record and for all to hear, and I repeat it again - fly tipping did not increase as a result of Waungron Road being closed.

Question: County Councillor Graham Thomas

What is the Cabinet Member's response to the recent employee survey results which did not show the Council in a good light in terms of being a good employer. For example, less than a third of our employees felt that their health and wellbeing was important to the Council.

Reply: County Councillor Hinchey

The response- and I know we've covered a little bit of this earlier on, but I take the opportunity to build on it.

The response to this year's Employee Survey was the best we ever had, with 51.6% of employees responding from the 6,315 people in scope. That's additional 1,211 people have responded compared to 2013, an increase of 59%. This shows a healthy level of employee participation for an organisation dealing with and responding to continuing financial challenges. The increase in responses can be attributed to the consolidated programme of engagement. Activities undertaken:

- Employee Road shows
- The Ambassador Network and workshop activity

- The Chief Executive himself Have your Say sessions
- Directorate-led Activity
- Cabinet Member Visits

There has also been a significant increase in the number of respondents to the Employee Survey compared to previous years, particularly, in traditionally hard to reach areas. For example roadshows at Lamby Way and the Cardiff Manager Programme.

In particular, there is a question around health and wellbeing. This is a new question that has [not] been asked before and is part of the refreshed approach to the Survey that is aligned to key strategic priorities as set out in the Workforce Strategy and Employee Charter.

The Council is developing a health-and-wellbeing strategy, which Cabinet will consider in the Autumn. An employee-assistance programme; the Welsh Government's Time to Change programme, which is addressing some of the mental health issues; and certainly the joint partnership board and working with some of the trade unions are all specifics that have improved in the last 18 months.

Supplementary question: County Councillor Graham Thomas

I agree there are some positive reports in this survey and I think that is to be welcomed.

I wasn't actually going to stand up and ask a supplementary because Councillor Cowan's already asked this question twice. But, seeing as we haven't actually had an answer, I think I'll ask it again.

Question 5, which says that the greater segment of responses to this survey don't think that they would recommend Cardiff Council to a friend as an employer. Despite, obviously, face-to-face conversations that you have had with staff, how do you respond to the figures in the report?

Reply: County Councillor Hinchey

Well needless to say, Councillor Thomas, I'm not going to change my answer.]

All those figures within that report – and let's see the full report that will be scrutinised at PRAP next week – are absolutely 100% behind our staff. And I think some of the things we've been doing – the actual response rate is probably the best in the UK. This organisation has gone full out to engage staff, to support staff, to develop staff, to take on some of those challenges.

Now 370 middle managers have gone through a programme that never existed before. Four modules addressing change, financial awareness, many of the issues that are facing our challenges.

Now what we can't keep doing in this chamber is running our staff down. We should be supporting the good, hard working staff that want to be developed, are being developed. And I would ask Members of this chamber not to start pouring scorn on



some of the things that are happening around this chamber that we should be absolutely stood behind. I would ask Members to restrict that and get behind staff and not just pick out the worst score, which you have done, Councillor Thomas – the worst score – which are all above the mean, all above five, good or better.

Question: County Councillor Gordon

Is it possible to combine raising awareness of collection service and availability of Education/Officer visits with measures with stronger targeted action on those who dump and litter?

Also can you remind people that they can report problems and have them dealt with?

Reply: County Councillor Derbyshire

We have additional staff in place to provide education and support to residents, as I've already earlier mentioned, but they also are there to obviously target those that may incorrectly present waste. Each day of the week, these Officers are targeting residents that present black bags on the wrong day or put them in the wrong places.

To date, 3129 notices but I'm pleased to say that only 81 fines have accrued since then because we're concentrating on the education side of it – that's the main thing. This work and the on-going positive communication activities about the changes will continue well into next year. So, yes, we will be reminding people about reporting issues and also how they can get assistance.

Our commitment to tackling incorrectly presented waste and littering remains.

Question: County Councillor Carter

I refer you back to my previous question: if it goes up, will you resign?

Reply: County Councillor Derbyshire

No.

Question: County Councillor Howells

At a meeting of the Economy and Culture Scrutiny Committee on 10<sup>th</sup> September 2015, it was reported that a number of the Council's sports halls, including the one at the STAR Centre, were operating at 100% usage.

With no sports hall being provided at the STAR Hub in Tremorfa, how does the Council propose to address the deficit in sports provision in the STAR area when the STAR Centre is closed?

Reply: County Councillor Bradbury

As Councillor Howells should be aware, we have been working for some time now on trying to provide an alternative in the area to compensate for any deficit in sports provision. While there will be space within the new hub for certain activities, I have

been discussing with my Cabinet colleague for Education, Councillor Merry, about whether there could be any community access to the sports hall at Willows High School. The sports hall – “The Barn” I think it’s called locally – is currently the subject of a refurbishment tender and I will be happy to provide further information to local Members in due course.

Supplementary question: County Councillor Howells

The report that we had before Economy and Culture was very revealing but it wasn’t a surprise. 100% usage just shows how popular that sports hall is, as did the petition that Councillor Marshall presented earlier. So the residents are quite within their rights to wonder why a sports hall wasn’t provided as part of the STAR Hub.

So can I ask that all local Members for the STAR area are kept abreast of developments at Willows and, if a scheme at Willows can’t be delivered, can you please give serious consideration to adding a sports hall to the STAR hub? I think it’s the least our residents deserve.

Reply: County Councillor Bradbury

I can’t make assurances on point two but on point one I certainly can make assurances.

I’m committed to trying to find a sports hall – or substitute for a sports hall in the area – simply because, as you’ve said, there is high usage there and it’s something that, from the start of this project, I’ve been committed to finding a solution. I think we may be there with Willows, but I don’t want to pre-empt further conversations we have with the school and Councillor Merry.

Supplementary question: County Councillor Huw Thomas

You will be aware that local Members for Splott first aired the idea of using the hall at Willows with you over a year ago now. I am pleased that some progress has been made working with the school and, indeed, I understand the school are very excited about the idea of opening the facility up to the community, which they see as being vital to bringing the community into the school.

There have been some teething issues with procurement and with getting initial work to set it out, which Councillor Merry’s been supportive with, but I ask can you do everything within the power of your offices to move the procurement process along?

Reply: County Councillor Bradbury

Absolutely. I’ve been a strong advocate for this scheme. I think it’s a good way forward for both the school and the community. Anything I can do to help solve those teething problems, I’m more than happy to. And, on Councillor Howells’ earlier point about meeting with Members across the STAR community, I’m always happy to take difficult meetings and I will be very happy to meet with all of you on what should be a relatively simple thing, hopefully – hopefully – touch wood [touches wood].

Question: County Councillor Cowan

Figures released by the Data Unit Wales confirm what Councillors and members of the public have known for sometime – that Cardiff Council is the worst performing Council in Wales and that the performance indicators suggest that the situation has got worse since the present Cabinet took control.

Why are Cardiff residents and the Council's service users having to pay the price for inexperienced councillors purporting to run our City and failing miserably?

Reply: County Councillor Hinchey

It is no secret that this Council has faced historic and long-standing performance issues. This was clearly spelled out in the Wales Audit Office corporate assessment last May.

This Administration is responding. We have placed a strong emphasis on performance management and of creating a culture of accountability and responsibility at every level.

This is beginning to have an impact. The WAO have acknowledged a “step change” in our improvement and planning arrangements. And though much remains to be done, indicators show that this administration has made great progress in turning around a major statutory service like Education over the last two years.

I would also warn against a crude and simplistic interpretation of these scores. Understanding performance requires that we all adopt a much more nuanced approach. For example, when Social Services measures are discounted, 70% of the indicators are improving.

We recognise that performance challenges remain in Social Services, and we are working hard to address these. Though I would say again, this is a nuanced picture, with the regulator reporting a “good direction of travel.”

The Wales Audit Office visit in October will give a clearer picture of the rate of improvement in the Council. But I believe we are an improving Council, one which now has the self awareness to know where it is good and where it is weak, and the ability to act tackle poor performance in a very robust manner.

Supplementary question: County Councillor Cowan

Councillor Hinchey tonight you, I have to say, have been trying to justify what is just very basic, stark facts. You can't get any lower than 22 out of 22. We are the bottom – we are the worst in Wales. That is a fact.

So what responsibility does this Cabinet take for this shocking statistic and are we going to be in the same position next year when the results are published?

Reply: County Councillor Hinchey

It is a very simplistic view to take. Cardiff is in a unique position. We are the biggest employer in Wales, with 14,500 people in our organisation, with unique problems and unique pressures. If you compare us to some of those local authorities across Wales and you look at those scores, you will find that in the top ten you will find the rural authorities – different pressures than there are in Cardiff.

People in Cardiff understand that we are a growing city. The population here is over a tenth of what it is in Wales and we have increased pressures.

For example, the Council would not attach the same sort of weighting as it would do in educational attainment that it would do to fly tipping. We have, absolutely, looked at these indicators and given our feedback. And I think that the Welsh Government will end up changing some of those indicators to reflect the differences and the priorities that this Council actually faces.

Supplementary question: County Councillor Ben Thomas

I refer to the question by Councillor Cowan - would you agree with me that these so called “inexperienced Councillors” would be directed from those Councillors on opposition benches who may switch from political views and parties midterm without the electorate knowing it and when one Councillor stands in an election in the guise of an independent views, they’ve failed the people who elected them miserably?

Reply: County Councillor Hinchey

In terms of whether Councillor Cowan sees the current Cabinet as experienced or not, I look around and I find the number of Cabinet Members next to me, in front of me with more than ten years’ experience probably much more than yourself. The one difference is, Jayne, that you haven’t had that experience at the top because Cardiff don’t want you in charge of Cardiff.

Question: County Councillor Ali

What are the expected economic benefits to the city by hosting the Rugby World Cup 2015 matches?

Reply: County Councillor Bale

The economic benefit to Cardiff has been estimated at £316m, and that’s based on the total number and spend of visitors, specific infrastructure investments, and also the share of centrally generated benefits from the tournament.

Rugby World Cup 2015’s in 13 host venues, in 11 cities and Cardiff is proud to be hosting eight of the tournament matches.

Supplementary question: County Councillor Ali

What measures have you taken to reduce the rail and transport delays?

Reply: County Councillor Bale

Thank you for raising the issue of transport, Councillor Ali – it's certainly an issue I raised with the Secretary of State for Wales on the weekend and also with the Welsh Government Transport Minister earlier this week. I know the Chief Executive was meeting with the transport companies earlier today as well to make sure that the experience of people coming to and from the city for some of those matches is absolutely where it needs to be.

Supplementary question: County Councillor Woodman

I appreciate you won't be able to give the answer this evening but you might.

Could you tell me what were the economic benefits to the city in the recent Wales-Israel football match that was held here?

Reply: County Councillor Bale

I don't have the answer to hand, but I'm more than happy to make sure Officers will provide that to you.

Question: County Councillor Boyle

What lessons about the Council's procurement process have been learnt following the discovery that the cost for introducing new bins to the city will be around £1m less than expected?

Reply: County Councillor Hinchey

The initial capital bid requested for the bin exchange programme was £2.4 million. This was based on an initial estimate from the directorate.

In preparation for the tender exercise, more detailed market research was undertaken which identified a pre-tender estimate of £1.7m, which was below the initial Capital budget allocation. As a result of the competitive tendering process the Council was able to award a contract valued at £1.3m. Although this is £400,000 less than the pre-tender estimate, some of the tender submissions did match or exceed the pre-tender estimate.

Although the original estimate when the bid was made was in excess of market rates, the pre-tender estimates following the market soundings set for the bins was appropriate.

The procurement secured the best contract price by combining the elements into one and seeking a single supplier. This is a good news story on how well managed procurement can assist in keeping costs down.

Supplementary question: County Councillor Boyle

Earlier on today, we heard from the Chair of the Audit Committee, who spoke about certain concerns that he had about the awarding of contracts – those were his words.

He was concerned about some of the issues around the awarding of contracts. And I think he spoke specifically about some of the issues within schools.

And I think, actually, the Children and Young People Scrutiny – we did a task and finish recently into schools causing concern. We went to Whitchurch School, and Whitchurch certainly seemed to suggest that they were able to procure school buildings at a vastly lower price than – because they have a different governance structure – than other schools within the city. And it's something that perhaps as a committee we need to look back at.

So, really, I want to sort of broaden out from the bins issue and say whether you're confident about the way the Council as a whole procures and organises contracts, bearing in mind the concerns raised by the Chairman of the Audit Committee earlier on and some of the things we saw as a committee at Whitchurch School as well.

Reply: County Councillor Hinchey

Absolutely, I would certainly say there are lessons always there to be learned and certainly there will be some made from this.

The market value actually decreased over that period. I think the answer I gave you told you that there is a time lapse in all business, as I'm sure people across the chamber have some experience of running big businesses. But such a big procurement exercise takes some time. Of course, in local government, we have to go through a much longer winded procurement exercise because of the regulations, etc. So that time lapse obviously increases or decreases the market value.

We didn't need as many bins as we first anticipated and, of course, estimating and putting money aside compared to when you actually go to the market – as I said, some of the tenders actually came in to the figures that we thought. But we took the best value for this organisation. And, again, I just say this is a good news story as opposed to a bad news story. It just shows the better light of procurement.

Question: County Councillor McKerlich

Will the green bin collection empty as many green bins as residents put out or is the advised limit of two still applicable?

Reply: County Councillor Derbyshire

The April Cabinet papers clearly stated that the new limit will be set at two wheeled bins per household for green waste. Existing arrangement where residents have more than two green bins are being reviewed on a case-by-case basis.

Green waste recycling is important to us, but reducing our costs, delivering efficient services, and preventing waste in the first place is a greater priority. We need to encourage people to home compost (which is reasonable for people with large gardens that may require the above-average allowances of green wheeled bins) or make use of the household waste recycling centres.

Supplementary question: County Councillor McKerlich

I understand the confusion in the response that initially it was going to be set at two bins but now it's on a case-by-case basis but let me just take you through the situation. When we had details of recycling rates by ward, the best performing one was Lisvane, which was at around 70%, which compared with the worst performing one, which was round about 16% of the waste being put out was capable of being recycled. That's a big difference – 16% compared to 70%. But Lisvane had 43% of its 70% which was green waste.

Now I can understand the point you're making, and it's a good point, that if you persuade people to compost at home, it will reduce your costs on processing and collecting probably by around £30 a tonne. But the downside is that, if you persuade people to compost at home, you have not the least chance of achieving a 70% recycling rate, which just supports the argument I've made to you so many times before – 70% is not only unattainable, it's idiotic.

Reply: County Councillor Derbyshire

I think what we've got to bare in mind is a lot of people take the view that we shouldn't be collecting any green waste at all. Some councils actually charge for taking green waste away because most people should be composting at home. I certainly compost a lot at home and we also still put out green bins. But the point is that, whilst areas like Lisvane actually do recycle a lot, they also produce a lot more waste, so they've got a lot more work to do even in places like Lisvane.

My view is we need to be recycling more of the stuff that actually is more difficult. The green waste is actually something that people should be doing in their own home.

I'm not going to comment on the 70% target being ridiculous in your view because you've already told me in Lisvane they're already producing 70% and I think they can do better. So you've actually answered your own question.

Supplementary question: County Councillor Kelloway

Why do the waste-collection schedules delivered by post recently not give details of the dates when green bins will be collected under the winter arrangements?

Reply: County Councillor Derbyshire

We haven't finally decided when we're going to start. What I've said to Officers is that, following previous experiences, I just want to have a better view of when the leaf fall needs to be collected and I'm hoping that we might be able to carry on collecting fortnightly for a little bit longer. But the question is whether we can afford to do it given the budgetary constraints we've got. So that's probably the reason it's not gone out yet.

Question: County Councillor Bridges

When members of the public (and councillors) report basic problems such as potholes and fly-tipping via Twitter to @cardiffcouncil, why are they often then told

submit the information again through the council's website? If they have provided sufficient information in their tweet for the problem to be rectified, should that not be enough? Will you agree to look into how these enquiries are handled in future?

Reply: County Councillor Hinchey

These reports we receive via Twitter are extremely helpful, Councillor Bridges – and we do our best to answer them directly where possible – but they often lack all of the information that's required to provide the service.

To ensure that these requests are properly tracked and get to the right team as quickly as possible we do normally ask for customers to complete an online form.

These days, with the growth of social media, people increasingly expect to be able to contact their local authority via channels such as Twitter rather than writing letters or waiting on the phone.

That's why as part of the development of our customer-relationship-management system, we're reviewing our channels – like Twitter – can be used in a customer-services context and are developing this as a new platform.

As usual, I am ready to explore any suggestions that can improve the way we deliver services, and I would certainly welcome and be happy to meet with yourself to discuss any ideas.

Supplementary question: County Councillor Bridges

I'm not really quibbling about those reports where further information is required but if someone says "this is a photo of a pothole outside number one Whitchurch Road," that surely gives the Council enough information to address the problem without needing to request them to fill out a form.

It's really just a question about whether we could be just a little bit more responsible and flexible with the approach we take to these things and whether perhaps it would be timely to review the way the Council deals with those sorts of enquiries to see if we can respond to residents' enquiries in the most efficient way for both the Council and the residents themselves.

Reply: County Councillor Hinchey

We certainly can, and I'm sure that I'm more than happy to sit down and talk with you about any ideas you've got or your party.

I think we need just a couple of facts really. 45,000 people are now following Cardiff online and you will see that we are in the top ten best local authorities at responding to residents. Even our friends in Wales Online have quoted as "getting it right" with one in 13 residents following us on Twitter.

But, needless to say, I think the most important thing is that we are sometimes get a bit lazy when we've got all the information and the tablets and everything around us –



what's worse is if somebody comes out to fill a pothole, as you've described, and they don't have enough information then that resource can be very much ineffectively used.

What we also do in the CRM is replicate some of the information for future use. So a joined-up way of looking at people responding, some information coming in will build the database on what's happening and where on the streets, lamps, potholes, etc.

So full information is really, really important when people come through and you don't always get that via Twitter but, absolutely, I think it's something we're working on – a platform that we could work on.

Supplementary question: County Councillor Knight

I do share some of Councillor Bridges' queries on this. It's something I've mentioned quite a few times when I was on the Policy Review and Performance Scrutiny Committee. Certainly in terms of some of the anonymous profiles should feel that they would be able to report waste and other issues via Twitter and that will get resolved.

But I have seen recently that some of those things have been resolved online via Twitter without the forms. So I wonder if we would be able to ensure a consistent approach to this.

And also on the website form, I believe there are extra fields which aren't really necessary – a bit of a barrier to submitting this and even for our local ward in Cathays Labour website, we created our own form to make this a lot easier and asking far fewer details about the person who's submitting the details and making it easier for people to actually report waste and I was hoping you could do the same for the Council website.

Reply: County Councillor Hinchey

I'm actually working with Councillor Knight on some systems improvements and how we can work together to join up some of these systems and make the best use of customers' feedback.

As far as we're concerned, obviously, there has to be other things we as a local authority take into account. Things like confidentiality and social media, people using different names and the like. So those kinds of things absolutely will be part of the project as we work forward. But, most importantly, we want people to self help, we want people to be able to use tablets and phones and cut down the cost.

So I welcome that and, obviously, one of the main thrusts of this authority is to use mobile working and document storing and all that kind of thing, which I'm sure you'll be helping us with that.

79 : URGENT BUSINESS

There was no urgent business.

80 : APPOINTMENT OF LOCAL AUTHORITY GOVERNORS TO SCHOOL GOVERNING BODIES

The Council was advised that the Local Authority Governor Panel had met on 17th September 2015 to make recommendations to Council for approval on Local Authority School Governors.

In proposing the recommendations Councillor Garry Hunt proposed that the nominations for Adamsdown Primary School and Stacey Primary School be referred back to the Panel for further consideration. This proposal was seconded by Councillor Merry. .

RESOLVED - That the following appointments to Local Authority School Governors be approved: -

**Existing LA Governor Vacancies**

<u>School</u>	<u>Ward</u>	<u>Start of Vacancy</u>	<u>Re-appointment requested</u>	<u>Applications received</u>	<u>Council Approved Recommendation (Yes/No)</u>
Cantonian High School	Fairwater	25/07/2015		Dr Angela Jones-Evans	Yes
Cathays High School	Gabalfa	16/09/2015	Mr Ken Daniels		Yes
St Illtyd's Catholic High School	Rumney	26/07/2014			
Albany Primary School	Plasnewydd	02/09/2015			Deferred by Panel until October LA Governors Panel Meeting
Allensbank Primary School	Gabalfa	19/08/2015		Mr Kolowole Singh	Yes
All Saints C/W Primary School	Pentwyn	25/07/2015			
Bryn Hafod Primary School	Llanrumney	21/04/2015		Mr Jonathan (Josh) Jones	Yes
Creigiau Primary School x 2 vacancies	Creigiau	02/09/2014 08/07/2015		Mrs Amanda Bouadana	Yes
Ely and	Ely	23/06/20			

Caerau Children's Centre		15			
Gladstone Primary School	Cathays	24/07/2015		Mr Mel Lewis	Yes
Herbert Thompson Primary School	Ely	13/05/2015			
Kitchener Primary School	Riverside	04/07/2015			
Lansdowne Primary School	Canton	20/05/2015		Mrs Shashikala Mansfield	Yes
Llysfaen Primary School	Lisvane	15/07/2015		Mrs Caroline Du Cann	Yes
Millbank Primary School	Caerau	10/12/2013		Mrs Gill James	Yes
Oakfield Primary School	Trowbridge	04/03/2015			
Pencaerau Primary School	Caerau	23/09/2014			
Pentyrch Primary School – 2 x vacancies	Pentyrch	08/12/2014 07/07/2014		Mr Guy Briffett	Yes
Rhiwbeina Primary School	Rhiwbina	02/09/2015			
Springwood Primary School	Pentwyn	31/08/2015		Mr Derek King	Yes
St John Lloyd RC Primary School	Trowbridge	30/01/2013			
Thornhill Primary School	Llanishen	22/06/2015			
Tremorfa Nursery School	Splott	19/09/2014			

Windsor Clive Primary School – 2 x vacancies	Ely	18/06/2014 04/09/2015		Mrs Meriel Jones	Yes
Ysgol Glan Morfa	Splott	29/01/2014			
Ysgol Gymraeg Bro Eirwg	Llanrumney	23/04/2014		Mr Shane Andrews	Yes
Ysgol Gymraeg Coed-Y-Gof – 2 x vacancies	Fairwater	10/02/2014 03/09/2015			
Ysgol Gymraeg Melin Gruffydd – 3 x vacancies	Whitchurch	13/05/2015 18/06/2015 17/07/2015			
Ysgol Pencae	Llandaff	03/07/2015			
Ysgol Pen Y Pil	Trowbridge	11/09/2013			
The Court School	Llanishen	21/07/2015			Deferred by Panel until October LA Governors Panel Meeting

**Future LA Governor Vacancies**

<u>School</u>	<u>Ward</u>	<u>Start of Vacancy</u>	<u>Re-appointment Requested</u>	<u>Applications Received</u>	<u>Council Approved Recommendation on (Yes/No)</u>
Fitzalan High School	Canton	27/01/2016			
Radyr Comprehensive School	Radyr	27/01/2016	Mr Jonathan Bussy		Yes
Ysgol Gyfun Gymraeg Glantaf	Llandaff	09/01/2016			
Birchgrove Primary School	Heath	29/10/2015	Mr Peter Hudson		Yes
Howardian Primary School – 3 x	Penylan	01/10/2015 01/10/2015		Cllr Joe Boyle Cllr Sue Lent Mr John	Yes Yes Yes

<u>School</u>	<u>Ward</u>	<u>Start of Vacancy</u>	<u>Re-appointment Requested</u>	<u>Applications Received</u>	<u>Council Approved Recommendation (Yes/No)</u>
vacancies		15 01/10/20 15		Worrall	
Marlborough Primary School	Penylan	23/09/20 15		Mrs Lucie Connors	Yes
Peter Lea Primary School	Fairwater	23/09/20 15			
Pontprennau Primary School – 3 x vacancies	Pontprennau	01/10/20 15 01/10/20 15 01/10/20 15			Deferred by Panel until October LA Governors Panel Meeting
Rhydypenau Primary School	Cyncoed	28/09/20 15			
Roath Park Primary School	Plasnewydd	25/01/20 16	Mr Gareth Brown		Yes
Severn Primary School	Riverside	16/12/20 15	Cllr Iona Gordon		Yes
St Monica's C/W Primary School	Cathays	27/01/20 16			
Thornhill Primary School	Llanishen	29/10/20 15	Mr Mike Imperato		Yes
Ysgol Mynydd Bychan – 2 x vacancies	Gabalfa	16/12/20 15 25/01/20 16	Mr Paul Jeffries		Yes
Ysgol Pencae	Llandaff	21/10/20 15			
Ysgol Pwll Coch – 2 x vacancies	Canton	27/01/20 16 27/01/20 16			
Meadowbank Special School	Llandaff	16/12/20 15	Mrs Rhiannon Scott		Yes
Riverbank	Caerau	20/10/20	Ms Alana		Yes

<u>School</u>	<u>Ward</u>	<u>Start of Vacancy</u>	<u>Re-appointment Requested</u>	<u>Applications Received</u>	<u>Council Approved Recommendation (Yes/No)</u>
Special School		15	Dallimore		
Woodlands High School	Caerau	10/12/2015			

**Schools Referred back to the Local Governor Panel**

<u>School</u>	<u>Ward</u>	<u>Start of Vacancy</u>	<u>Re-appointment Requested</u>	<u>Applications Received</u>	<u>Council Approved Recommendation (Yes/No)</u>
Adamsdown Primary School – 2 x vacancies	Adamsdown	22/10/2015 29/10/2015	Mr Akhtar Ali Mr John Dixon		Referred back to the LA Governor Panel in October
Stacey Primary School	Adamsdown	29/10/2015	Mr John Dixon		Referred back to the LA Governor Panel in October

81 : APPOINTMENT TO COMMITTEE VACANCIES, CHAIR OF ENVIRONMENTAL SCRUTINY COMMITTEE AND CARDIFF BUS BOARD

RESOLVED – That

(i) the following nominations received to Committee vacancies be approved;

<u>Committee</u>	<u>Nominations received</u>
Planning Committee	-
Audit Committee	Councillor Bill Kelloway
Corporate Parenting Committee	-
Democratic Services Committee	-
Local Authority Governor Panel	Councillor Fenella Bowden
Children & Young People Scrutiny	-
Community & Adult Services Scrutiny	-
Economy & Culture Scrutiny	-
Environmental Scrutiny	Councillor Keith Jones
Policy Review & Performance Scrutiny	** Councillor Eleanor Sanders
Bilingual Cardiff Working Group	-
Works Council	Councillor Burfoot

Health & Safety Advisory Group	Councillor Woodman
Glamorgan Archives Joint Committee	-

NOTE:           \* Plaid Group given place to Independent Member  
              \*\* Lib Dem Group given place to Independent Member

- (ii) to note the appointment by the Labour Group of Councillor Mitchell to Chair of Environmental Scrutiny Committee;
- (iii) approve the nomination of Councillor Robson to Cardiff Bus Board.

*(Formal meeting closed at 9.05pm)*

## 82 : WRITTEN QUESTIONS

### COMMUNITY DEVELOPMENT, CO-OPERATIVES AND SOCIAL ENTERPRISE (COUNCILLOR PETER BRADBURY)

#### WRITTEN QUESTION FROM COUNTY COUNCILLOR BRIDGES

Please can you provide an update on your (and your officers') discussions with St Joseph's Amateur Boxing Club to try and identify suitable alternative accommodation for them in the city?

#### Reply

I can confirm that a meeting has taken place with officials from the club at their current clubhouse at the Mynachdy site. I was delighted to see at first hand the great work the club do in attracting young people from the area to take part in meaningful sport and physical activity. Gyms like this, in such areas are a valuable asset which I am very keen to support where possible.

It is my current understanding that Schools Service have no immediate plans to close the site as they will continue provide the Pupil Referral Unit here. I have informed the club of this but also suggested they continue to search for alternative property in the area in order for them to develop and secure themselves for the long term.

#### WRITTEN QUESTION FROM COUNTY COUNCILLOR WOODMAN

Will the Cabinet members for Equalities & Sport and the Diversity champion meet with members of the Jewish community to discuss the recent events in relation to the withdrawal of an exhibition at Central Library, and consult with all faith leaders in this city as to how protocols for acceptance and withdrawal of council premises bookings are dealt with?

#### Reply

I have asked the Director of Communities, Housing and Customer services to urgently review our processes and to make recommendations to Cabinet to ensure

that this we learn from this very regrettable situation in relation to the exhibition at the central library.

As part of that process we are hoping to work with the Interfaith group of organisations in the city and have written to a number of faith leaders including of course the Jewish Board of Deputies to invite them to a meeting in the near future to discuss the initial findings of the review.

I fully expect that the recommendations coming from the review will provide a robust and comprehensive process to ensure that full consideration is given in the future to the community impacts of the acceptance or withdrawal of any exhibition or display.

WRITTEN QUESTION FROM COUNTY COUNCILLOR WOODMAN

How soon will a protocol be designed to determine how the council would deal with a booking of a council owned premises that Cabinet Members/officers/Councillors deem necessary to withdraw? Also , how soon will the council review the current policy as to how the council accept bookings for an exhibition/event to be held on council owned premises?

Reply

I refer you to the answer provided to Written Question 2 above  
WRITTEN QUESTION FROM COUNTY COUNCILLOR WOODMAN

Will the Diversity champion for Cardiff Council be involved in discussions to work up a protocol to determine how in the future , the council would deal with matters should it be deemed necessary to withdraw a council booking to hold an exhibition or event in a council owned premises .

Reply

I refer you to the answer provided to Written Question 2 above

CORPORATE SERVICES AND PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)

The recently published report by the Local Government Data unit shows that overall when evidencing comparator improvement 2013/14 to 2014/15 across all 41 indicators, Cardiff had only shown improvement in 17 ( page 2 graph and narrative) indicators, less than half of all indicators.

Of the remainder the majority are reported as having declined in their performance since the previous year. This places Cardiff at the foot of the 'improvement' table.

When setting out the various service improvement actions covered by these indicators over the last year, was this decline in performance anticipated, planned for or recognised? What remedial specific action is being taken to ensure this decline overall does not continue and the Welsh Audit Office visit in October as your press statement sought to assure the residents of Cardiff "...we are fully expecting the



WAO to find that further significant improvements have been made since its last visit in 2014....." will be their outcome statement.

Could you set out why you view "..the indicators published today have some use, overall these figures give a very simplistic view of the performance of the council " (press statement attributed to Cllr. Hinchey)

### Reply

Thank you for your question and the opportunity to address this issue.

It is no secret that this Council has faced historic and long standing performance issues. This was clearly spelled out in the Wales Audit Office Corporate Assessment last May.

This administration is responding positively to the challenges it faces. We have put in place the structures and measures required to ensure that the Council understands its performance profile, and has a culture of accountability and responsibility at every level of the organisation. This has been progressed through:

- Challenge Forum – bringing together senior Executive and Non-Executive members, senior officers, and external advisors to consider organisational challenges and the Council's response to these.
- Star Chambers – quarterly meetings through which Cabinet Members and Senior Officers hold candid discussion on performance across budget management, people management and service delivery.
- Accelerated Improvement Groups – Chaired by the Chief Executive to provide intensive challenge and support in Education, Children's Services and Health & Social Care, involving both service management teams and external advisors to provide informed challenge.
- Effective Personal Performance & Development Reviews – The Council has secured a step change in this area, with over 90% of employees having agreed objectives, and twice yearly formal reviews.

These measures are beginning to have an impact. The WAO have acknowledged a "*step change*" in our Improvement Planning arrangements. And the NSIs and PAMs confirm a significant improvement in the underlying performing of Education over the last 2 years. Estyn also recognised progress in the most recent monitoring letter on education services for children and young people, noting that "*overall, there is an emerging culture of more rigorous performance management...*"

I would therefore argue that while your analysis of the position in respect of our performance against the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) sets is correct - and this does not make easy reading when looking at a raw comparison – these figures give a very simplistic view of the performance of the council.

Any league table produced from these figures would be superficial as it would not take into account the different priorities and demands faced by individual local authorities. For example, Cardiff clearly faces additional pressures in its role as the Capital City of Wales.

Furthermore, it is not credible to attach equal weighting to the performance indicators across the board. For example the Council would not attach the same weighting to the educational attainment of looked after children as it would to the percentage of fly tipping incidents cleared within five working days, and I doubt the public would either.

Indeed, the Policy Review & Performance Scrutiny Committee in their letter to me on 15 September accepted that *“the annual media assessment of Local Authority performance is a crude mechanism and note there is some evidence of a possible move away from Performance Indicators by Welsh Government.”*

A more nuanced analysis of performance data is required if we are to have the self-awareness to understand our strengths and weaknesses and put in place the right responses to tackling poor performance.

For example, when Social Services measures are discounted, 70% of National Indicators have improved or been maintained.

And in Children’s Services, for example, during 2014-15 the Directorate focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children.

These indicators were based on guidance agreed between the Association of Directors of Social Services (ADSS), the Care & Social Services Inspectorate, Wales (CSSIW) and the Welsh Local Government Association (WLGA) and sit outside of the NSI and PAM data sets.

Our annual outturn demonstrated overall improvement against these PIs, with some exceptions. Feedback provided by CSSIW’s Regional Director on 19<sup>th</sup> August, acknowledged that although there is a mixed picture in terms of overall improvement, performance indicators evidence a good direction of travel.

We therefore recognise that performance challenges remain in Social Services, and we are working hard to address these. Again, I would say again, this is a far more nuanced picture than reading the media analysis or simply the headline KPIs would suggest.

I will also take this opportunity to highlight that the NSIs and PAMs data sets do not cover the complete range of services delivered by the Council. For a fuller picture of performance across all Council services we must look to our Corporate Plan, through which we as a Council have set out our priorities and the measures we will use to understand how we are performing.

The Wales Audit Office visit in October will give a clearer picture of the progress the Council is making. But I believe we are an improving Council, one which now has

the self-awareness to know where it is good and where it is underperforming, and the ability to act to tackle this in a robust fashion.

TRANSPORT, PLANNING & SUSTAINABILITY QUESTION (COUNCILLOR RAMESH PATEL)

WRITTEN QUESTION FROM COUNTY COUNCILLOR BRIDGES

What business case has been carried out as part of preparations for the Cardiff Metro project on the potential costs/benefits of a train station serving Mynachdy & Talybont? If no business case has been prepared, will you agree to ask officers to undertake this work?

Reply

I can confirm that the Council has not carried out any work to assess the costs/benefits for a station to serve Mynachdy and Talybont. Any work of this type associated with the Cardiff Metro project would be for the Welsh Government's Metro team to undertake. As far as I am aware the Metro team is not looking to provide a station in this location, however I will ask officers to pass on your request to the Metro team.

WRITTEN QUESTION FROM COUNTY COUNCILLOR BRIDGES

I am aware of several complaints of gridlock at UHW, with many people citing the changes to the Gabalfa Interchange as making the problem worse because motorists are now using the UHW site as a cut-through. What work has been carried out to assess the changes to traffic on the UHW site?

REPLY

I can confirm that Council Officers have been assisting UHW staff and their appointed Transport Consultant with regard to the traffic movements through the hospital site. Surveys have been carried out by UHW and the results of those surveys will be shared with the Council in a meeting to take place in October.

There is a need to understand the full nature of traffic movements in and around the UHW site so that any decision that UHW decide to take with regard to controlling traffic flows can be managed in conjunction with the management of the adjacent highway networks.

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**PUBLIC QUESTION NO. 1****CITY OF CARDIFF COUNCIL****COUNCIL : 22 OCTOBER 2015****QUESTION TO COUNTY COUNCILLOR DAN DE'ATH  
(SKILLS, SAFETY & ENGAGEMENT)****PUBLIC QUESTION FROM ALEX CLARKE**

Two of the roles of a councillor outlined in the Council's Constitution are to:

(ii) represent their communities and bring their views into the Authority's decision- making process, i.e. become the advocate of and for their communities;

(iii) deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;

Please would the Cabinet Member explain the procedure (eg timescales etc) for elected members replying to all correspondence (including letter, email and twitter) and outline the monitoring system in place to ensure that members fulfil their obligation.

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**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**COUNCIL: 22 OCTOBER 2015**

**CABINET PROPOSAL**

**CITY OF CARDIFF COUNCIL ANNUAL IMPROVEMENT REPORT 2014/15**

**Reason for this Report**

1. This report has been prepared to enable the Council to approve the Council's Annual Improvement Report, a document required under the Local Government (Wales) Measure 2009, for publication by 31st October 2015.

**Background**

2. The Local Government (Wales) Measure 2009 requires that we publish our Improvement Objectives and how we plan to achieve them. The Auditor General for Wales in previous assessments of how we do this highlighted the need for the Council to be more focussed on our key priorities and on the delivery of these. In recognition of this opinion, and the growing pressure on the Council's finances available to deliver services to the citizens and communities of Cardiff in 2014 we continued with the following 3 priorities:-
  - Economic development as the driver for growth and jobs
  - Education and skills for people of all ages to fulfil their potential and to well prepared for employment in the Cardiff economy
  - Supporting vulnerable adults, children and young people
3. The Council's Corporate Plan 2014/17 focussed on what the Council would deliver to achieve these 3 priorities, and in turn they helped to shape our Improvement Objectives for 2014/15 and the content of our Outcome Agreement with the Welsh Government for 2013/16.
4. Our Improvement Objectives for 2014/15 focussed on:-
  - Increasing the number and quality of jobs in the city economy
  - Establishing Cardiff as a Digital City
  - Helping people to make positive choices about the affordability of their accommodation
  - Increasing independence by providing aids and adaptations to homes
  - Improving educational outcomes
  - Increasing school attendance

- Decreasing the number of young people not in education, employment or training
  - Undertaking a programme of Organisational Development to ensure the resilience and sustainability of services, structured around the core needs of citizens and communities.
5. We are also required under the Measure to assess our performance against the National Strategic Indicator (NSI) and Public Accountability Measures (PAM) data sets. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress we made against our Improvement Objectives and Outcome Agreement they are included in this Improvement Report. Our performance against the full range of NSI and PAM data sets is shown in the 'How We Measure Up' section.

### **City of Cardiff Council's Annual Improvement Report 2014/15**

6. The Council's Annual Improvement Report provides a retrospective summary evaluation of performance for 2014/15 and Members should note that the Report attached at Appendix 1 is a 'near final' draft. It contains the key elements to meet the statutory requirements, but will be subject to some minor amendment or updating prior to submitting to Council on 22 October 2015.
7. The City of Cardiff Council Annual Report 2014/15, attached as Appendix 1, is a text document which once approved will be translated into Welsh prior to publication by 31 October 2015.
8. The Improvement Report should:-
- provide a picture of the Council's performance for the reporting year against the agreed outcomes, activities (improvement objectives), and targets
  - communicate improvement information that is timely and accurate to members, officers, citizens, communities, stakeholders, other Councils, the Welsh Government and regulators
9. The Wales Audit Office feedback on the Council's Annual Improvement Report 2013/14 suggested a number of areas for Improvement. These improvements were in relation to ensuring that:
- there are actions and targets to support the delivery of, and determine progress against the improvement objectives
  - baseline data and targets are included for all improvement objectives
  - comparative data is represented for all performance indicators and is consistently presented
  - progress against the Outcome Agreement be presented to support the explanation of progress against the improvement objectives
  - an assessment of performance for each of the improvement objectives is provided



- performance indicators have a target and that where targets have not been set that there is an explanation
10. The Council's Annual Improvement Report 2014/15 seeks to address these issues.

### **Wales Audit Office Corporate Assessment of the City of Cardiff Council**

11. In September 2014, the Auditor General published his report on the full Corporate Assessment. This report concluded at that time 'Fragmented leadership and management have meant that weak performance in key service areas has not improved'. The outcome of this work was a proposal for improvement to ensure that the implementation of our Organisational Development Plan in order to resolve the range of issues identified in the assessment.
12. Part of the Council's Organisational Development Plan is focused on improving the linkages between leadership and management. The Council has developed its performance management arrangements to ensure that good quality discussion about performance at both operational service delivery and individual staffing levels happen. This has been supported by the implementation of a robust challenge regime in both the managerial and political environment through
- Service Improvement Boards held by Directorate and this provides the Chief Executive with opportunity to understand the level of directorate performance, the arising issues, and puts in place a robust challenge to the Directors and their Management Teams
  - Star Chambers which are divided into People, and Place to facilitate a greater understanding, discussion and challenge between Cabinet Members and Directors on levels of performance and refreshing priorities for improvement as a result
13. The purpose of the corporate assessment follow-on is to seek the answer to the question *'Is the Council effectively addressing the issues raised in the corporate assessment?'*
14. The Council's Annual Improvement Report, as outlined earlier, provides a picture of the Council's performance for the reporting year against the agreed outcomes, activities (improvement objectives), and targets and is therefore a key strand of our performance arrangements.
15. The output for the Wales Audit Office work will be a published report, planned for issue in early 2016.

### **Role of the Auditor General for Wales**

16. The Auditor General for Wales through the Wales Audit Office (WAO) audit each authority's Improvement Report to assess the extent to which the Report has been prepared and published in accordance with statutory requirements and will determine whether or not to issue a

Certificate of Compliance. Recommendations will also be put forward in the Auditor General's Annual Improvement Report which will form part of the Corporate Assessment being undertaken in October 2015.

### **Policy Review and Performance Scrutiny Committee**

17. The Policy Review and Performance Scrutiny Committee considered the draft Statutory Improvement report on 8 September 2015 and the Chair's letter, together with the Cabinet Member's response is attached at Appendix 2.

### **Reason for Recommendations**

18. To recommend the Council's Annual Improvement Report 2014/15 to Council in time for the Plan to be published by the statutory date 31 October 2015.

### **Financial Implications**

19. There are no financial implications directly arising from this report, however action on identified priorities for improvement may well have financial implications which would need to be addressed in the budget setting process.

### **Legal Implications**

20. The recommendation is made for the purposes of enabling the Council to comply with its legal duties as outlined in this report

### **HR Implications**

21. There are no HR implications arising directly from this report.

### **CABINET PROPOSAL**

Council is recommended to approve the Annual Improvement Report

### **THE CABINET**

1 October 2015

*The following appendices are attached:*

Appendix 1 – Statutory Improvement Plan

Appendix 2 – Letter and Response to Policy Review and Performance Scrutiny Committee

City of Cardiff Council  
Improvement Report 2014/15

DRAFT

## Introduction

The Local Government (Wales) Measure 2009 requires that we publish our Improvement Objectives and how we plan to achieve them. The Auditor General for Wales in previous assessments of how we do this highlighted the need for the Council to be more focussed on our key priorities and on the delivery of these. In recognition of this opinion, and the growing pressure on the Council's finances available to deliver services to the citizens and communities of Cardiff in 2014 we continued with the following 3 priorities:-

- Economic development as the driver for growth and jobs
- Education and skills for people of all ages to fulfil their potential and to well prepared for employment in the Cardiff economy
- Supporting vulnerable adults, children and young people

The Council's Corporate Plan 2014/17 focusses on what the Council will deliver to achieve these 3 priorities, and in turn they have helped to shape our Improvement Objectives for 2014/15 and the content of our Outcome Agreement with the Welsh Government for 2013/16.

Our Improvement Objectives focus on:-

- Increasing the number and quality of jobs in the city economy
- Establishing Cardiff as a Digital City
- Helping people to make positive choices about the affordability of their accommodation
- Increasing independence by providing aids and adaptations to homes
- Improving educational outcomes
- Increasing school attendance
- Decreasing the number of young people not in education, employment or training
- Undertaking a programme of Organisational Development to ensure the resilience and sustainability of services, structured around the core needs of citizens and communities.

In setting our Improvement Objectives an exercise was undertaken to ensure that they contributed to the seven improvement aspects of Strategic Effectiveness (SE), Service Quality (SQ), Service Availability (SA), Fairness (F), Sustainability (S), Efficiency (E) and Innovation (I) and the collaborative (C) nature of the work needed to deliver each one as set out in the Local Government (Wales) Measure 2009. The result of this exercise is contained in the following matrix:-

Improvement Objective	SE	SQ	SA	F	S	E	I	C
Increase the number and quality of jobs in the city economy	✓	✓	✓	✓	✓			✓
Establish Cardiff as a Digital City	✓	✓	✓	✓	✓	✓	✓	✓
Helping people to make positive choices about the affordability of their accommodation	✓	✓	✓	✓	✓	✓	✓	✓

<b>Improvement Objective</b>	<b>SE</b>	<b>SQ</b>	<b>SA</b>	<b>F</b>	<b>S</b>	<b>E</b>	<b>I</b>	<b>C</b>
Increasing independence by providing aids and adaptations to homes	✓	✓	✓	✓	✓	✓	✓	✓
Improving Educational Outcomes	✓	✓		✓	✓			✓
Increasing school attendance	✓	✓		✓	✓			✓
Decreasing the number of young people not in Education, Employment or Training	✓	✓	✓	✓	✓		✓	✓
Undertake a programme of Organisational Development	✓	✓	✓	✓	✓	✓	✓	✓

Our Outcome Agreement is aligned to the Welsh Government's *Programme for Government* and focuses on:-

- Supporting the economy and business
- Improving the quality of housing
- Ensuring people receive the help they need to live fulfilled lives
- Improving school attainment
- Improving the skills of young people and families

A summary of our progress in delivering these is contained in this Improvement Report and further details can be found on our website ([www.cardiff.gov.uk](http://www.cardiff.gov.uk))

In March 2014 the Council agreed a Corporate Plan which set out the work of the Council for 2014/17. The details of our progress against our Improvement Objectives are contained within this Improvement Report.

We are also required under the Measure to assess our performance against the National Strategic Indicator (NSI) and Public Accountability Measures (PAM) data sets. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress we have made against our Improvement Objectives and Outcome Agreement they are included in this Improvement Report. Our performance against the full range of NSI and PAM data sets is shown in the 'How We Measure Up' section.

Further detailed information about the current and future plans for the Council's contribution to public services in Cardiff is contained within a number of key documents including:-

- Establishing a Programme of Organisational Change for the City of Cardiff Council
- Corporate Plan 2014/17
- What Matters Integrated Partnership Strategy
- Directorate Delivery Plans
- Wales Audit Office Assessments under the Local Government (Wales) Measure 2009
- The Council's Outcome Agreement with the Welsh Government

This Improvement Report is available in English and Welsh online at [www.cardiff.gov.uk](http://www.cardiff.gov.uk), and in printed format from the Council's libraries.

Copies are available in braille on request.

Your feedback on the content and style of this Improvement Report is welcomed. Please send your comments to the Operational Manager, Improvement and Information, City of Cardiff Council, County Hall, Atlantic Wharf, Cardiff. CF10 4UW or email [improvementandinformation@cardiff.gov.uk](mailto:improvementandinformation@cardiff.gov.uk)

## Continuous Improvement

We have a duty to improve the services that we deliver under the Local Government (Wales) Measure 2009. We have reviewed and revised our approach to Performance Management and introduced a new Performance Management Framework which ensures that we discharge our obligations. The Framework aims to support the delivery of providing services to our citizens against a backdrop of increasing financial challenges. The Framework will help to develop a performance culture where open and honest debate about performance issues is the norm, and is used to drive focussed improvement. Our Framework is based on

- Directorate Delivery Plans that provide clear milestones and performance indicators against which the delivery of the Corporate Plan can be monitored.
- Aligned monitoring and reporting cycles for finance and service performance information to afford the Council greater visibility of its overall performance position;
- Performance Challenge sessions at Senior Management Team on a monthly basis;
- Joint Cabinet & Senior Management Team Performance Challenge meetings on a monthly basis;
- Scrutiny of performance information prior to formal Cabinet consideration;
- Accelerated Improvement Support – led by the Chief Executive - for targeted services, including Children’s Services and Education, utilising a mix of internal support and external peer support and challenge;
- A Challenge Forum which draws together senior Members and officers, together with external peer support, to test and challenge the Council’s progress against its improvement journey;
- An extensive staff engagement programme to raise awareness of, and involvement in, the improvement journey;
- A simplified Personal Performance Development & Review process and a focus on compliance.

## The Cardiff Debate

In partnership with Cardiff and Vale University Health Board, South Wales Police, and South Wales Fire and Rescue Service, we established the Cardiff Debate as a 3 year conversation with our citizens about the planning, prioritising and provision of public services in Cardiff. The Cardiff Debate was established so that the Council can engage with communities to listen to ideas and opinions on the future operations of Council services so that we can respond effectively to budget reductions whilst continuing to deliver high quality services.

Our consultation programme has consisted of:

- **On-street Engagement** – We visited 37 different locations including leisure centres, shopping centres, community buildings and local community events. Opportunities were provided to all areas with at least one event held in every electoral division of the city.
- **Drop-in Community Workshops** – We held ‘drop in’ workshops in each of our Neighbourhood Partnership areas across the City with staff from the City of Cardiff Council as well as colleagues from Cardiff and Vale University Health Board and South Wales Police.
- **Social Media Strategy** – Since the end of June 2014 we have utilised Social Media to maximise awareness of the Cardiff Debate programme. We set up both Facebook and Twitter accounts dedicated to the Cardiff Debate with daily updates detailing the challenges faced by public services in the city, updates on how and where the public can participate in the debate and feedback from the events held to date. The Cardiff Debate currently has 346 likes on Facebook and 1,104 Twitter followers. Additionally, in September 2014 we launched a dedicated Cardiff Debate website [www.cardiffdebate.co.uk](http://www.cardiffdebate.co.uk)
- **Online Consultation** – We adapted our engagement activities into an electronic format and made available bilingually online
- **Community Venues** – Postcards and drop boxes were left at hubs, libraries and leisure centres across the city which invited citizens to have their say on the services that matter most to them and their family.
- **Ask Cardiff Survey** – The annual Ask Cardiff Survey was distributed in August and September 2014 and a total of 2,972 completed questionnaires were received.

Over 6,600 votes were cast to identify public service priorities with **Health Services, Education & Skills** and **Keeping Children Safe** identified as the areas of overall highest concern.

Engagement through the Cardiff Debate has resulted in a number of learning outcomes and the opportunity to participate in a conversation has been hugely welcomed by our citizens.

## **Organisational Development**

In May 2014, the Cabinet established an Organisational Development Programme as a comprehensive response to a range of critical challenges, including the marked deterioration of the Council’s financial position, demand-led pressures on services, and the inadequate performance of a number of statutory services.

Our Organisational Development Programme has brought together the key change projects that will help us to deliver more efficient council services and improve performance outcomes. The scope and scale of the programme reflects the need for us to move rapidly to a new model of service delivery that enables the effective management of current and future demand with vastly reduced resources. We also acknowledge the need to develop strong relationships with our partners in the context of local government reorganisation.

Our Programme aims to ensure that services are designed on the basis of a real understanding of customer demand, and informed by business intelligence from across the Council and our partner organisations.

The key features of the new organisational model will be

- the implementation of new technology in a standardised way to maximise investment return and reduce unnecessary variation in the handling, quality and cost of service provision
- a shift to online routine customer transactions which helps us move to being 'digital by default'

In this new model, services will be defined as either "Universal" or "Gateway".

- Universal services are those that are relevant to every citizen, such as waste collection, highway maintenance and a range of payment services
- Gateway services are only available to individuals on the basis of an assessment of need

Our services will be designed around the needs of our citizens and by implementing this new model we will be able to target our diminishing resources on the most complex cases, and those with the greatest need.

## **'What Matters' – The 10 Year Strategy for Cardiff**

Delivery against the What Matters Outcomes has continued in 2014/15. An Annual Report for 2013/14 was produced in May 2014 detailing progress and the Report for 2014/15 will be prepared following 31<sup>st</sup> March 2015.

As part of the mid-term review of the 10 year Strategy, the Partnership has commenced a refresh of the Strategic Needs Assessment and Strategy for completion by autumn 2015. The refresh will review the changing policy context and priorities in light of the changed economic environment and also reflect future requirements of the Wellbeing of Future Generations Bill.

To inform the refresh, work has also been undertaken with the existing Partnership Programmes to review priorities and at the meeting of the Cardiff Partnership Board on 5<sup>th</sup> February, it was agreed that there should also be alignment of delivery arrangements with the Council's Organisational Development Programme where relevant.

The Neighbourhood White Paper has been implemented in 2014/15 including the establishment of the Lead Elected member role for the 6 Neighbourhood Partnership and the delivery of the Neighbourhood Fund.

Neighbourhood delivery also continues to shape the new model of public services in Cardiff and this is reflected by its inclusion in Council's Organisational Development Programme –



Reshaping Service Services Portfolio and a new Neighbourhood Infrastructure Service Pilot being undertaken.

In 2014, the Cardiff Partnership Leadership group was replaced by the Joint Cardiff & Vale of Glamorgan Local Service Board (agreed by Cabinet on 10<sup>th</sup> April 2014) and there have been 3 meetings to date. A joint work programme has been agreed and is being progressed which aligns with both the What Matters Strategy and the Council's Corporate Plan.

The Council's new Corporate Plan for 2015-17 sets out a clear vision to be "Europe's most liveable Capital City" based on delivering the What Matters 7 strategic outcomes. There is also a greater focus on a smaller number of priorities and review of performance measures.

Further information on 'What Matters', including the annual review, quarterly Neighbourhood Intelligence Reports and updates on the Partnership Programmes can be found at [www.cardiffpartnership.co.uk](http://www.cardiffpartnership.co.uk).

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## **‘Everyone Matters’- Equalities**

The Equality Act 2010 places a duty upon Local Authorities to consider all groups when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different groups when carrying out their activities.

In response to the Equality Act, the City of Cardiff Council published its Strategic Equality Plan, ‘Everyone Matters’ in April 2012. This is a four year plan that outlines our commitment to reducing inequalities and sets out our key priorities for 2012-16 through a series of strategic equality objectives. ‘Everyone Matters’ links directly to ‘What Matters’, to ensure a consistent approach is adopted to addressing inequalities in Cardiff and that our equality work is targeted at the areas of highest need for the City. During 2015/16 the Council will engage on proposals towards its second Strategic Equality Plan, which will be published by 31 March 2016.

Public authorities are required to produce a Strategic Equality Plan Annual Report by 31 March each year, setting out the steps we have taken to identify and collect relevant information, how we have used this information and evaluating the effectiveness of the steps we have taken to fulfil our equality objectives. More information is available at [www.cardiff.gov.uk/equality](http://www.cardiff.gov.uk/equality).

We have undertaken extensive engagement, consultation and involvement activities throughout 2014/15 to ensure that citizens have the opportunity to participate in and influence the design of services. Additionally, we have undertaken considerable engagement with protected groups through our Access Focus Group, Cardiff Youth Council and 50+ Forums, and have engaged extensively on our budget priorities through the Cardiff Debate. We also have well established employee equality networks around gender, race, disability and sexual orientation.

## **Sustainability**

To tackle sustainability issues and opportunities we need to consider the social, environmental and economic implications of our decisions. To achieve sustainable development, we work to ensure that economic activity works towards social progress, and that this is within environmental limits. We have produced a One Planet Cardiff strategy that sets out our vision for a sustainable One Planet Cardiff, focusing on key impact areas of energy, waste, transport, food, water, place and people and the socio-economic benefits of these areas. We use the One Planet Cardiff branding in our promotion of sustainable development issues and held a One Planet Cardiff Schools Challenge during June 2014.

The Welsh Government Well-Being of Future Generations Bill, which was introduced to the Assembly on 7 July 2014 and comes into force in 2016, sets out the requirements for consideration and delivery of sustainable development in the public sector in Wales. We

have been working with the WLGA as an 'early adopter' of the Bill since summer 2014, with this work focusing on corporate and community planning requirements.

Cardiff Council is a signatory of the Sustainable Development Charter committing the Authority to making decisions that produce the best long term outcomes for themselves and for the future of Wales.

We maintained corporate registration to Level 3 of the Green Dragon Environmental Standard in November 2014, following accreditation to level 2 in 2008 and level 1 in 2005. Achieving Level 3 demonstrates that we understand our environmental responsibilities and can demonstrate legal compliance with applicable environmental legislation, and that we are monitoring and managing our environmental performance and measuring our carbon emissions. Additionally three sites achieved Level 4 of the Standard: Thornhill Crematorium & Cemetery, Storey Arms Outdoor Education Centre, and Bute Park Administrative Building.

Cardiff has been selected as one of six cities in the UK to share in one million pounds of funding to be invested in improving food culture and support its efforts to become a Sustainable Food City. This has enabled the appointment of a dedicated Food City Coordinator, co-hosted by the Council and Public Health Wales, who is working on the development and delivery of Cardiff's Sustainable Food Action Plan. In March 2015 Cardiff was awarded a Bronze Sustainable Food Cities award recognising the city's pioneering work on promoting healthy and sustainable food.

## **Scrutiny in Cardiff**

Scrutiny is an integral part of the Wales Programme for Improvement, and its challenge is designed to support the Cabinet in making available a range of accessible, efficient and effective services for citizens. Cardiff has undertaken work in 2014/15 to maintain the authority's "best in class" reputation as an authority that takes scrutiny seriously, and which has been rewarded with national honours for the quality of its scrutiny work – most recently in 2014 when short-listed in the Centre for Public Scrutiny's "Good Scrutiny" awards.

Each of the Council's five scrutiny committees carried out work to support each of the key themes of the Corporate Plan. Underpinning these were a programme of co-ordinated and consistent scrutiny of Service Area Business Plans, Directorate Budget Briefings and regular performance monitoring. The extensive efforts invested in detailed scrutiny of the Cabinet's draft 2015/17 Corporate Plan and draft Budget Proposals for 2015/16 in February 2015 presented many opportunities for reviewing past financial and service performance, and previewing monitoring arrangements for 2015/16 by the relevant Scrutiny Committee(s). The Estyn Monitoring visit of March 2015 similarly enabled an intensive focus and review of the scrutiny of schools performance.

Much of the Council's scrutiny work in 2014/15 has been linked with the authority's significant new Programme of Organisational Change. Policy Review and Performance Scrutiny Committee has in particular paid close attention to work being developed through this Programme's five sub programmes, and initiated a number of intensive performance reviews on themes identified as priorities by Members. This performance review work has

been reinforced by other Committees, notably Children and Young People which has demonstrated a close interest in “Schools Causing Concern”, School Governor Services, Corporate Parenting and Social Work Referrals.

Another key feature for 2014/15 has been supporting the Council’s service redesign agenda. Environmental Scrutiny has been at the forefront of steps to identify the most appropriate options for alternative delivery of outdoor services, while Economy and Culture Scrutiny Committee has scrutinised several stages of the alternative models of leisure and cultural service management. Community and Adult Services Scrutiny Committee have undertaken review of the major change proposals being advanced in Health and Social Care delivery.

Each Committee has undertaken scrutiny of the growing range of collaborative delivery models and partnership activity, whether through individual activities such as the South East Wales Regulatory Collaboration Project, or South Central Wales Education Consortium, or through the multi-agency Cardiff Partnership Board – to hold to account the Council and its key strategic partners for the work it is undertaking through its ‘What Matters’ Single Integrated Plan.

### **Improving Scrutiny for the Future**

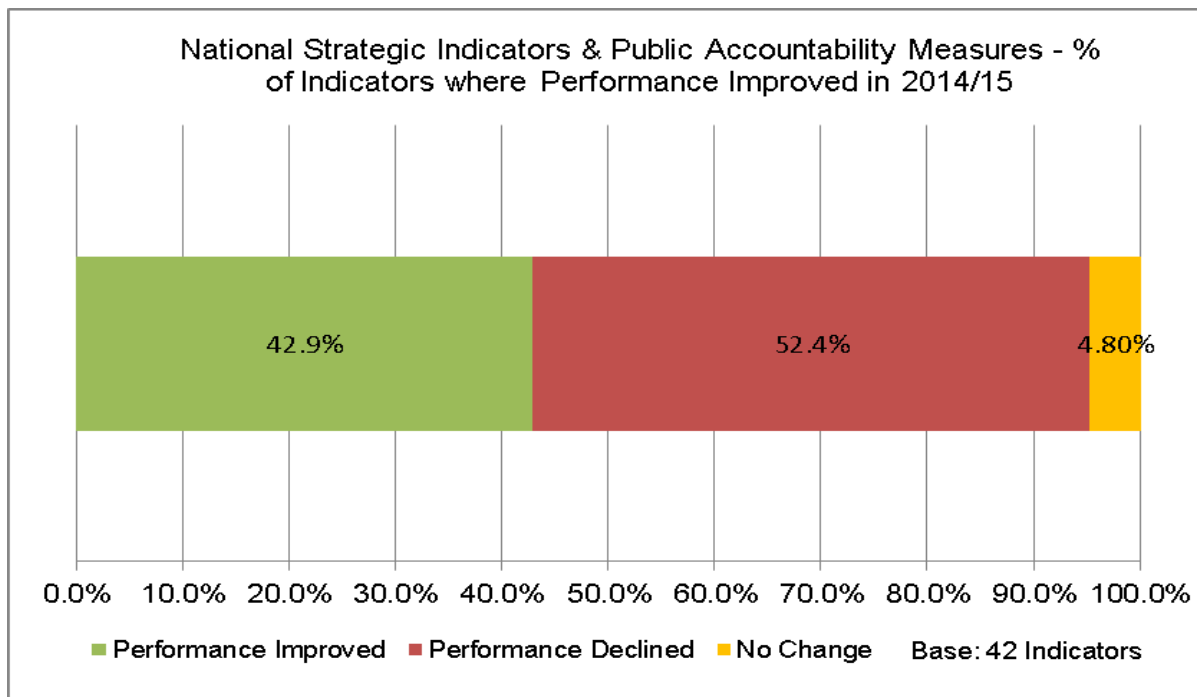
Spinning out of Cardiff’s participation in the Wales Audit Office’ 2013 ‘Improving Scrutiny Study’, Cardiff will finalise and publish in 2015/16 a Scrutiny Improvement Plan as an outcome of the Study. Cardiff has secured the support of the Centre for Public Scrutiny (CfPS) for this Plan, and Cardiff has been included as one of nine case studies supported by CfPS in a nationwide study illustrating the role of scrutiny in supporting organisational transformation.

The Council’s five scrutiny committee chairs are spearheading the Plan, which will publish its findings in the summer of 2015, and which will include a variety of new protocols to maintain the freshness, effectiveness and relevance of scrutiny processes and outcomes.

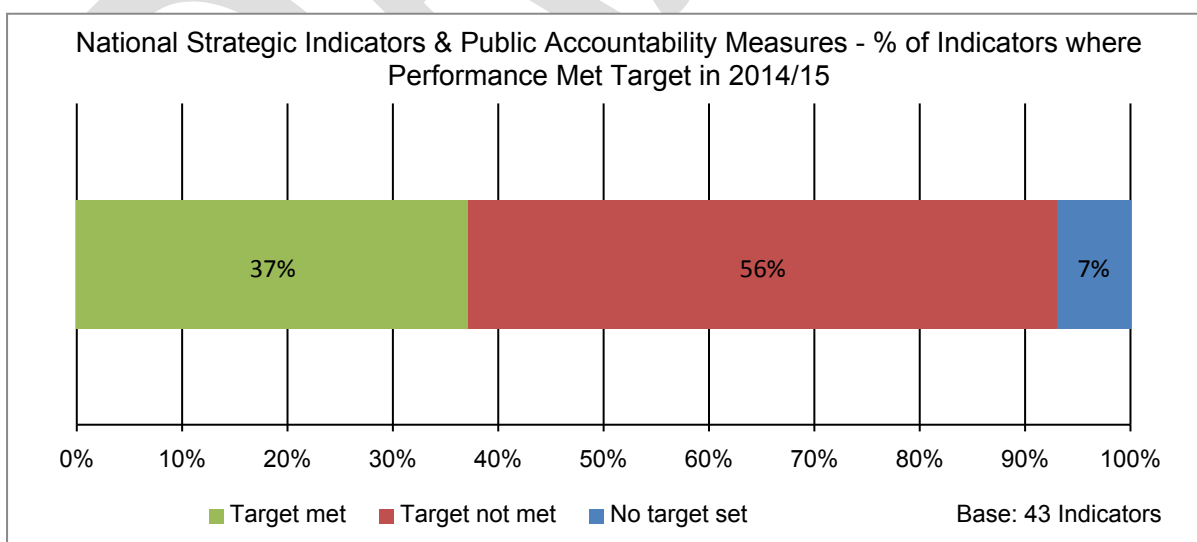
The Council’s Scrutiny Research Team secured funding this year from the Welsh Government Scrutiny Development Fund to undertake a detailed study of how the work of external auditors, inspectors and regulators (AIRs) and local government scrutiny functions across Wales can complement and build on each other’s work. This involved working closely through the year with managers from Wales Audit Office, Estyn and the Care and Social Services Inspectorate for Wales, and culminated in the successful management of a major national scrutiny conference called Many Hands, which brought together in March 2015 AIRs and scrutiny Members and officers for the first such detailed public discussion of this fruitful and important agenda. It is intended that this work will lead to the publication in 2015/16 of a toolkit to optimise relations and outcomes by both scrutiny and the three AIRs bodies.

## Summary of Our Performance in 2014/15

Each year the Welsh Government and Data Unit Wales publish local authority performance for a number of services that we provide. This allows us to compare our performance against that of other local authorities in Wales. This section summarises how our performance in 2013/14 compared to results from the previous year.



Excludes CHR/002, which was not a PAM in 2013-2014 and therefore cannot be compared.



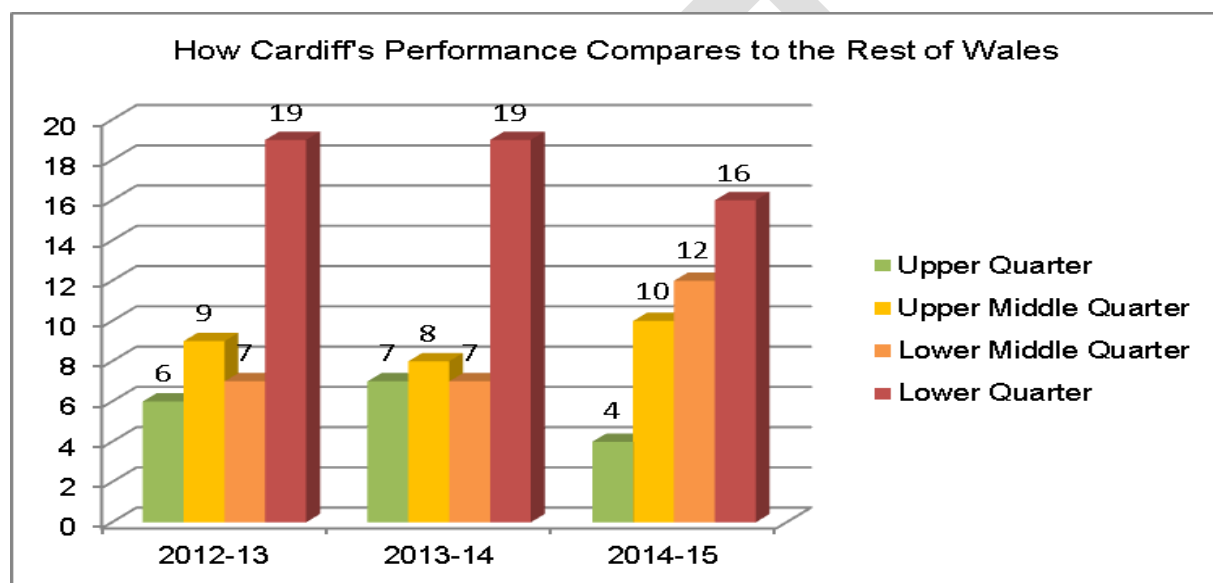
Includes CHR/002 as a local target was set.

## Our performance relative to other parts of Wales

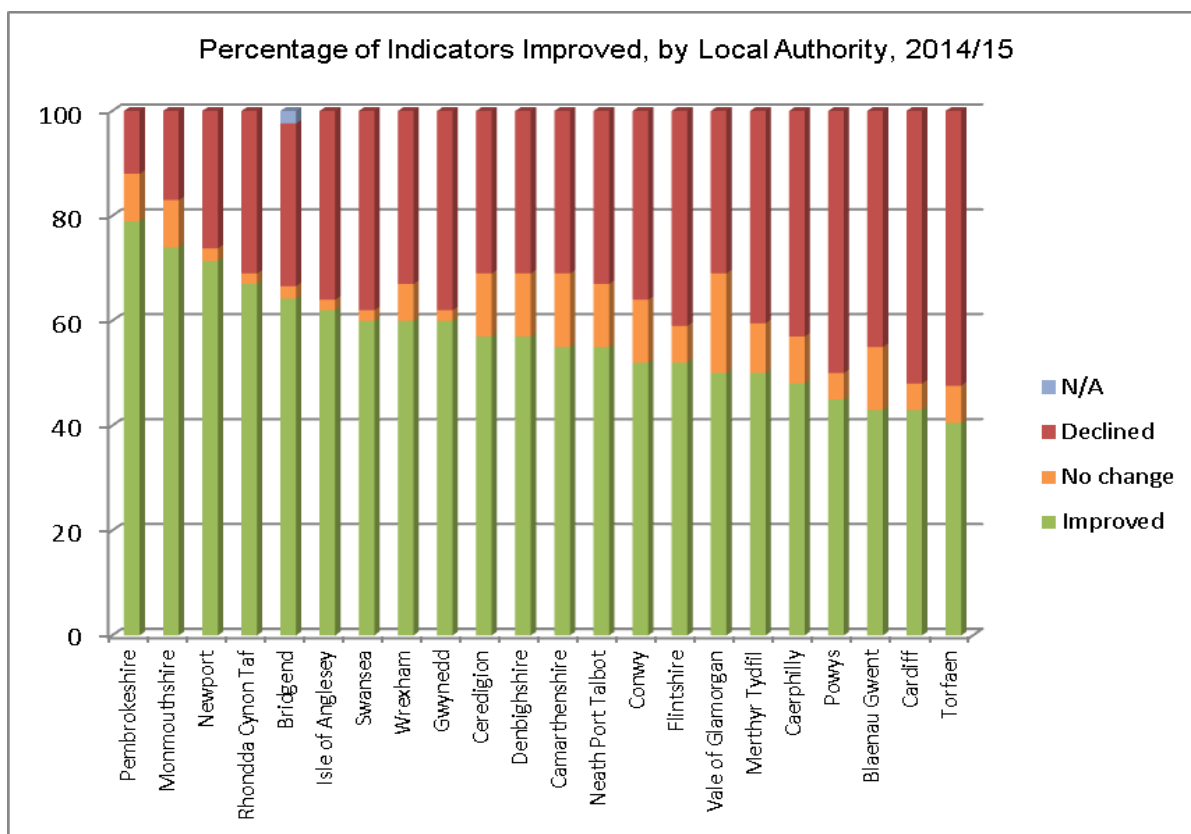
In 2014/15 for the 41 indicators for which comparable information was available for other parts of Wales.

4 were within the upper quarter  
22 were within the middle quarters  
16 were within the lower quarter

The following chart shows the percentage of indicators in each quarter for the years 2012/13, 2013/14 and 2014/15.



Although nearly half of our indicators are in the lower quarter when compared across Wales 7% of our indicators improved both in the result and in their quarter position, and a further 34% of our indicators showed improved performance compared to the previous year but remained in the same quarter or dropped to a lower quarter.



In 2014/15 43% of our National Strategic Indicators (NSI) and Performance Accountability Measures (PAMs) showed improved performance and 52% showed a decline in performance. This ranks Cardiff 21st out of the 22 Local Authorities across Wales.

Performance against a proportion of indicators was below target and behind performance across Wales. We recognise that performance is not as good as it needs to be and we have identified that our areas of weakness in performance lie primarily within our Social Services Directorate who will build upon work already undertaken to seek improvements in 2015/16 and in the future. During 2014/15 Social Services focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children. Those selected for this focus are based on guidance agreed between the Association of Directors of Social Services (ADSS), the Care & Social Services Inspectorate, Wales (CSSIW) and the Welsh Local Government Association (WLGA). It is our intention to focus on the National Performance Indicators when further improvement in relation to those agreed by the ADSS, CSSIW and WLGA is more secure. The stronger strategic focus that has characterised the Directorate's work in 2014-15 will provide a basis for improving performance against NSIs and PAMs.

***Our four best performing indicators against the rest of Wales are as follows:***

<b>Reference/Title</b>	<b>Cardiff Rank 2014/15</b>	<b>Cardiff Difference in Rank Compared to 2013/14</b>
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population	1	Maintained
EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	1*	Maintained
PLA/006(b): The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	1	Improved by 1
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	1	Improved by 1

\* Joint ranking of 1 with other local authorities for EDU/015b

As has been the case in previous years Cardiff's libraries are the most visited libraries in Wales. We have also maintained our rank position in relation to statements of Special Education Need issued within 26 weeks and have maintained our performance at 100%. We have improved our rank position to first place in relation to the number of additional affordable housing units provided and maintained our performance at 93%. The % of adults aged 60+ who hold a concessionary bus pass has improved to 100% in 2014/15 when compared to 95.3% in 2013/14.

***Indicators where we rank lowest against the rest of Wales:***

<b>Reference/Title</b>	<b>Cardiff Rank 2014/15</b>	<b>Cardiff Difference in Rank Compared to 2013/14</b>
STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	22	Decreased by 5
SCC/041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	22	Maintained
SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	22	Maintained
SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	22	Decreased by 2
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	22	Maintained



Our result for the percentage of highways inspected of a high or acceptable standard of cleanliness has declined in performance by 7 percentage points and we have revised our Environmental Management survey process.

During 2014/15 an independent survey team was appointed to measure street cleanliness and although the methodology for measuring and analysing street cleanliness remains the same, the training undertaken by the independent team resulted in a more rigorous and effective survey regime, hence the annual result of 86.8% for this indicator being marginally below the target of 90%. In terms of improving street cleansing a Neighbourhood Services Project has been piloted in the South West of the City between February and June 2015 and is being extended to the wider city by the end of the year, improved cleanliness has been evidenced as a consequence of this pilot .

Our percentage of eligible, relevant and former relevant children that have pathway plans as required declined in performance by 2.7 percentage points. We established additional Personal Advisor posts to secure significant improvement in the completion of pathway plans. The full benefits of these improvements have not been realised in 2014/15 but we expect to see improved performance in 2015/16.

Our percentage of initial assessments completed during the year where there is evidence that the child has been seen by a social worker declined by 6.2 percentage points. Furthermore, our percentage of initial assessments completed during the year where there is evidence that the child has been seen alone by a social worker declined in performance by 5 percentage points. In keeping with the Munro report and the Social Services Wellbeing (Wales) Act 2014, there has been a significant drive to empower social workers and managers to undertake a proportionate assessment at the point of referral. In some cases an initial referral is not necessary as the case may proceed directly to an investigation, a core assessment or the case may be closed with no further action required.

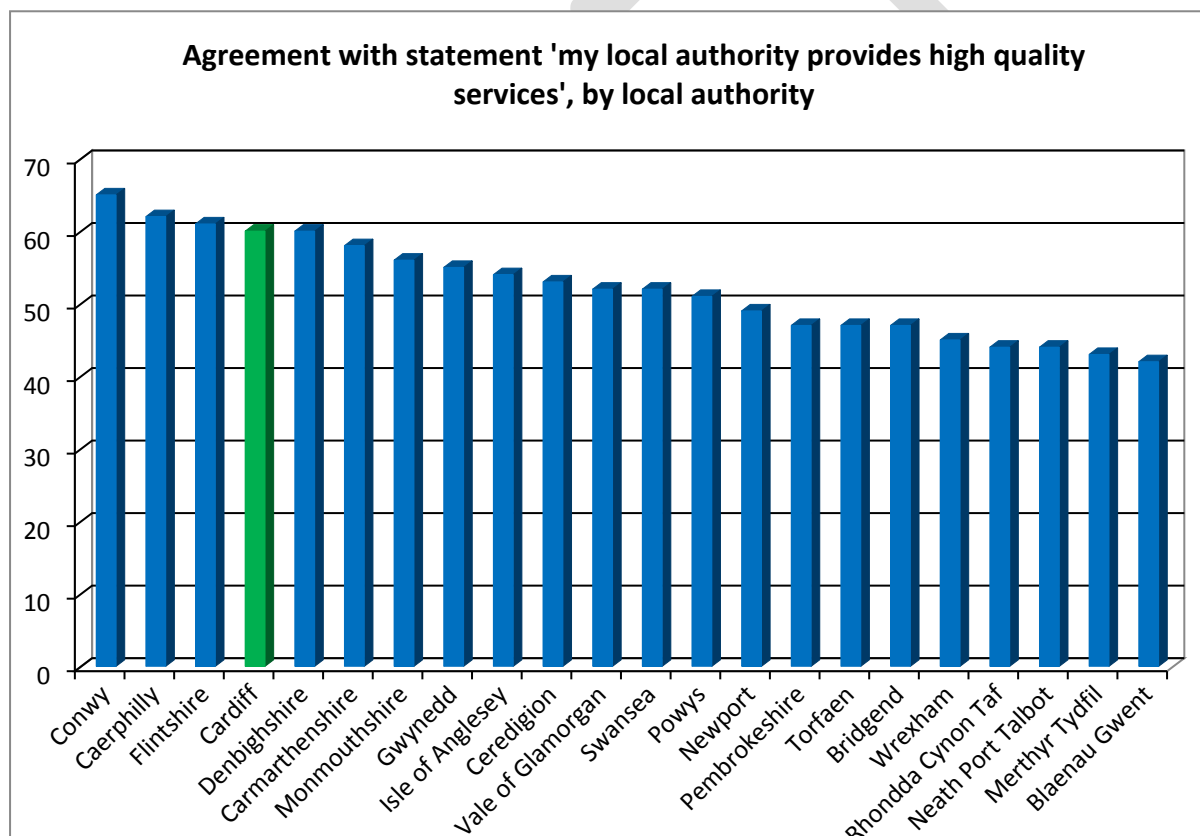
The percentage of reviews carried out in line with the statutory timetable declined in performance by 8.4 percentage points and we are undertaking work during 2015 to ensure that reviews are recorded in a timely manner.

## What are our Residents' Perceptions?

The **National Survey for Wales** is a large-scale survey of adults in Wales, conducted annually by the Welsh Government. The results are used by the Welsh Government to help make Wales a better place to live. A representative sample of over 14,000 people across Wales were asked about a wide range of issues affecting them and their local area, including their perception of their Local Authority's services. The survey covers a range of topics with a focus on well being and people's views on public services. The topics change slightly each year.

The results shown below are from the latest National Survey for Wales, based on interviews carried out between 1 April 2014 and 31 March 2015.

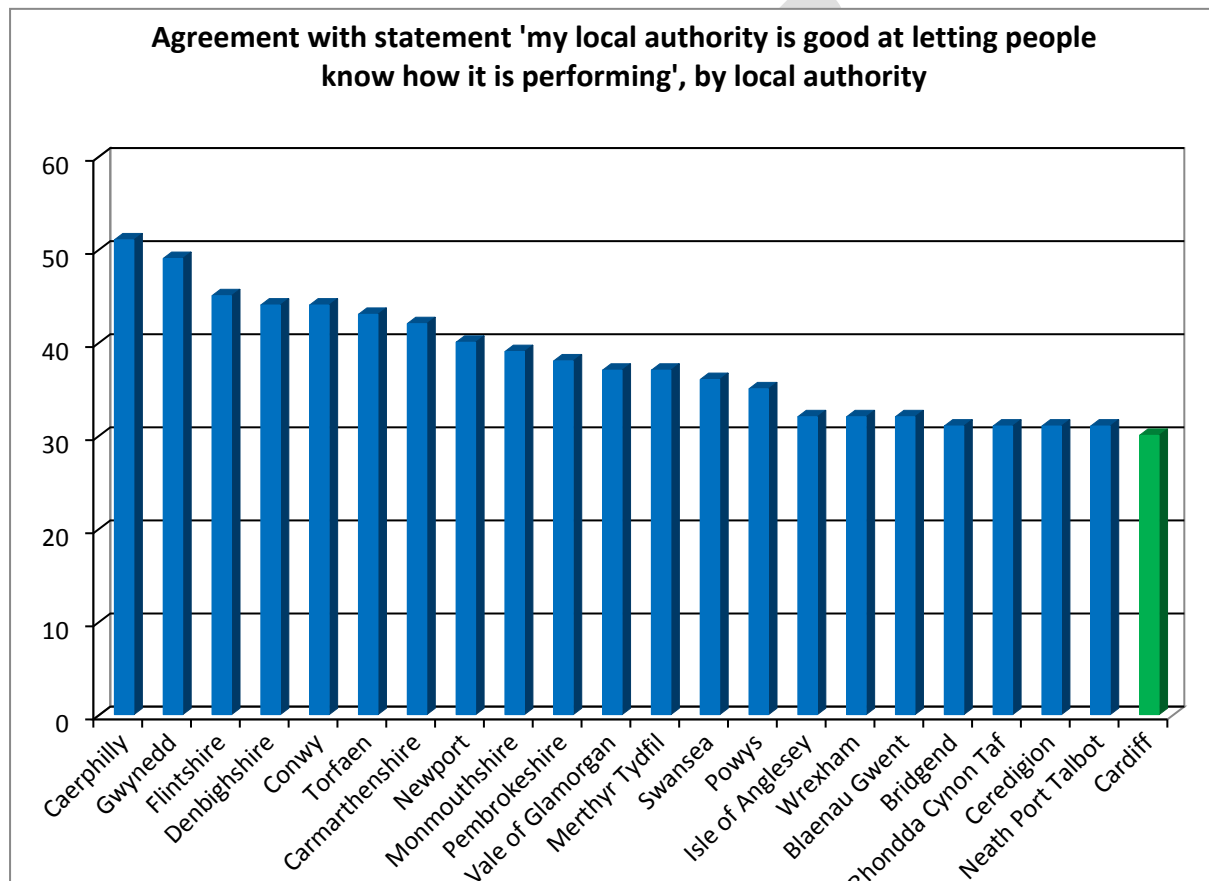
More information about the survey can be found on the StatsWales [website](#).



In 2014/15 60% of our residents agreed that we provide high quality services, a decline in result to the previous year (65%). This places Cardiff in fourth position when ranked against the other Welsh authorities.

Only 30% of residents questioned rated us as good at letting them know how we are performing, an area that we would hope to see improve in the future. In 2014/15 we carried out a series of public engagement events while working on developing our Corporate Plan 2015-17.

The Corporate Plan 2015-2017 and relevant supporting documents have been published on the Council’s website and provided to partner organisations that are part of the Cardiff Partnership arrangements.



## Best City to Live

In 2014 Cardiff was named as the best city to live in relation to quality of life. Cardiff beat London, Manchester and Liverpool in a survey of the UK's 12 biggest cities. A range of key economic indicators such as house price, growth and rental costs, salaries and disposable income growth, living costs, unemployment rates and 'life satisfaction' were all measured. The poll found that people in Cardiff were happier due to lower costs of living and unemployment as well as above average incomes. Cardiff residents were found to have the lowest average living costs and one of the lowest unemployment rates.

City	2013 Rank	2014 Rank
Cardiff	3	1
Belfast	8	2
Bradford	12	3
London	7	4
Bristol	1	5
Leeds	5	6
Edinburgh	2	7
Manchester	6	8
Sheffield	11	9
Glasgow	9	10
Liverpool	4	11
Birmingham	10	12

\*Source: MoneySuperMarket – UK Cities: Quality of Living Index

## Delivering the Corporate Plan 2014-17

Throughout the year we monitored the delivery of the actions contained within our Corporate Plan 2014-17 and detailed progress is contained within this report.

We use the following symbols against each of the actions to display whether we feel we have achieved what we set out to do:

✓ - The action has been completed

✘ - The action has not been completed

~ - The action is in progress

Progress against the Corporate Plan Actions	✓	✘	~	Total number of actions
Developing our organisation	3	0	0	3
Finance & Economic Development	5	0	4	9
Education & Lifelong Learning	12	0	1	13
Communities, Housing & Neighbourhood Renewal	6	0	1	7
Children's Services	2	2	2	6
Health & Social Care	5	0	0	5
Environment	6	0	1	7
Strategic Planning & Transport	8	1	3	12
Sport, Leisure & Culture	10	0	1	11
<b>Total</b>	<b>57</b>	<b>3</b>	<b>13</b>	<b>73</b>

## Delivering the Corporate Plan 2014-17

Progress against the indicators we used to measure success	Total indicators that improved performance	Total indicators that declined performance	Total indicators that remained static	Total indicators that met target	Total indicators where no target set	Total number of indicators
Developing our organisation	2	0	0	0	0	2
Finance & Economic Development	7	0	0	3	1	8
Education & Lifelong Learning	8	1	0	4	3	9
Communities, Housing & Neighbourhood Renewal	2	2	0	0	4	4
Children's Services	4	4	1	3	0	9
Health & Social Care	2	3	0	2	1	5
Environment	2	1	0	2	0	6
Strategic Planning & Transport	0	3	0	0	0	3
Sport, Leisure & Culture	1	1	0	2	0	3


**Wales Average** – Where available we use the Wales Average to compare our performance against the rest of Wales.

**Target Not Set**– It is not always deemed appropriate for us to set a target against a specific performance measure

## Developing our Organisation

Like all Councils across Wales and the UK we continue to face financial pressures in the context of a growing population and a greater demand for our services. To help us to respond to these pressures we committed to developing an Organisational Development Plan to provide a detailed map of the changes required to ensure the sustainability of services. We identified the development and support of our workforce as an important element to ensure continued effective service delivery.

What we said we would do in 2014/15:

<b>Action: OP1 Reduce levels of sickness absence through increased monitoring and support for staff and management</b>	
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Our levels of sickness absence reduced with 10.11 days lost per Full Time Equivalent (FTE) which is the lowest level of sickness absence the Council has ever achieved. We did not meet our target; however, we have rolled out further support across two of our Directorates to provide improved focus for managers and the relevant management teams on the principles of our Attendance and Wellbeing policy.

<b>Action: OP2 Develop a new Communications Strategy</b>	
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A new Communications Strategy was agreed in September 2014. Since then our Communications team has overseen a strong growth of over 5,000 Twitter followers over the course of the year. We also held a range of employee engagement events to help shape the workings of the Council, including simplifying the Personal Performance and Development Review process, helping to create the Council's Co-operative values and shaping the Employee Charter, Communication and Engagement Strategy. Moving forward the Council will aim to place emphasis on creating digital-rich content, using social media to help deliver the Council's communications to the citizens of Cardiff.

<b>Action: OP3 Ensure that all Council staff complete a personal performance &amp; development review</b>	
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Managers across the Council are required to complete Personal Performance and Development Reviews (PPDR) with their staff. During the year we reviewed a sample of PPDR's and have initially identified two areas for improvement. The first, around setting development objectives and the second relating to identifying the training needs of our staff. As a result we have established the Cardiff Manager Programme in conjunction with

Cardiff And Vale College and Welsh Government funding, where 350 managers across the Council have been provided with the opportunity to develop their skills and knowledge.

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### Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
OP A	Reduce levels of sickness absence	10.18	10.11	9	No	N/A	↑
<p>Whilst we did not reach our target, the number of working days lost per Full Time Equivalent (FTE) employee due to sickness absence is the lowest level the Council has achieved. We continue to monitor and manage sickness absence across the Council through our Attendance and Well-Being policy.</p>							
OP B	Improved Personal Performance & development framework	85%	89%	90%	No	N/A	↑

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# Finance & Economic Development

## What do we want?

We want to increase the number and quality of jobs in the city economy and to improve business infrastructure by establishing Cardiff as a digital city, which are both essential to our aim of improving the quality of life for our citizens. As a council we are committed to working with our partners to help create the conditions that enable businesses to succeed in Cardiff. We also need to ensure that as a Council we respond to the demands of reduced budgetary pressures through the redesign of our services to meet our financial and governance requirements.

## What we have achieved during 2014/15;

- We worked with partners to facilitate the development of a masterplan for Central Square and agreed with stakeholders proposals for a new Bus Station. Construction on site has begun with 135 sq. ft. of grade A office space in plot 1 and planning has been approved for a further 180 sq. ft. of grade A office space at plot 2
- We delivered the Super Connected Cities programme involving the installation of free Wi-Fi across the City Centre and Cardiff Bay. We installed free Wi-Fi to 150 public buildings in the city and on 221 Cardiff Buses. We also helped 785 businesses to benefit from improved broadband provision
- We worked with partners to secure 250 new jobs in the Enterprise Zone
- We commenced development of the new state of the art Ice Arena within the International Sports Village

What we said we would do in 2014/15:

<b>Action: F&amp;ED1 Appoint a partner to begin the development of a Multi-Purpose Arena in 2014</b>	~
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Significant progress has been made in 2014/15 to unlock the Multi-Purpose Arena and a report will be presented to the Council's Cabinet in the autumn of 2015 which sets out the delivery plan. Over the course of 2014/15 the focus has been on securing the preferred location and identifying a means of funding the full costs of the project.

**Action: F&ED2 Facilitate the start of the development of Central Square in 2014**



Planning permission and construction has commenced on Building One. Outline planning permission was also secured for Building Two and progress has been made to secure an occupier, we also have initiated a procurement process for a new transport interchange building.

**Action: F&ED3 Deliver with partners 200,000 square feet of Grade A office accommodation in the Cardiff Enterprise Zone by 2016**



We have already exceeded our plan as over a two year period the Council has worked with partners to take forward circa 345,000 sq. ft. of Grade A office accommodation in the Enterprise Zone.

**Action: F&ED4 Agree with partners a plan for the redevelopment of the Coal Exchange by the end of 2014**



We do not own the Coal Exchange building. However, given its significant importance as a heritage asset and its deteriorated state, we have worked proactively with a range of stakeholders to agree a sustainable future for the building. This has been achieved by working with Welsh Government to undertake a Conservation Management Plan to understand the key parts of the building that would need to be retained by any redevelopment proposal. A number of potential schemes have been appraised, and we have promoted the opportunity to redevelop the Coal Exchange to a number of potential developers and investors across the UK. By working with relevant stakeholders, it is anticipated that a fully costed proposal for the redevelopment of the building will be brought forward in 2015.

**Action: F&ED5 Deliver the Super Connected City programme by March 2015**



We successfully delivered the Super Connected City programme to provide greater and easier access to online services whilst on the move and in public places and faster broadband to business premises.

**Action: F&ED6 Complete the development of the new ice rink and residential development in the International Sports Village by 2016**



The International Sports Village project is progressing well with the first phase housing under construction and with the Ice Arena due for completion at the end of this calendar year.

**Action: F&ED7 Attract 1,000 members to the Cardiff Business Council and secure more that £250,000 of private sector funding, per annum, by 2016**



The Cardiff Business Council was officially launched in May 2014 to represent the interests of local businesses and to promote Cardiff as a destination for business and tourism. To date the Cardiff Business Council has secured 120 members and was conceived as a free of charge membership organisation that would be available to all rate paying businesses in Cardiff. The take-up of membership on this basis has been limited and the Council has recently embarked upon a review of the membership approach, its scope and remit in the context of our proposed budget cuts and the emerging opportunity of City Deal from Central Government.

The target of £250,000 of funding was achieved through partners in the form of financial contributions or payments in kind.

**Action: F&ED8 Provide professional and technical support for all directorates in introducing new ways of working from 2014 onwards**



Reducing budgets means we have had to look at providing services differently whilst continuing to meet the needs of our citizens. To assist with this, and as part of the Council's Strategic Commissioning approach, we have developed Service Review and Alternative Delivery Model (ADM) methodologies and supporting Toolkits. The Service Reviews have already been the catalyst for driving in house service improvements, as well as assessing whether there is the requirement to further consider the potential of an ADM option.

We have laid the foundations for significant changes to be made to the way we interact with customers through a Customer Relationship Management system; this will provide a single method and more efficient way of managing the council's interactions with current and future customers. The initial stage will see the transfer of existing services onto the Customer Relationship Management systems with additional services being brought online to achieve a single more joined up method of interaction.

**Action: F&ED9 Improve Council Tax online payment and account management services for people in Cardiff to maximise collection rate by the end of 2014**



We made it easier for our customers to pay their Council Tax by introducing the ability to set up direct debits online, and for customers to apply for single persons discount and disablement relief. This has started to create a channel shift in relation to how customers access our services and since the launch of the online direct debit form 5,932 direct debits were completed online. We now have 8,600 customers paying by direct debit.

## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
F&ED A	Net job growth in Cardiff (Source ONS)	209,000 (Oct 2012 – Sep 2013)	218,200 (Oct 2013- Sep 2014)	+2,000	Yes	N/A	↑
	Net job growth has continued to increase year on year, with a 4.4% increase in annual employment. Though the Council is not solely responsible for job growth in Cardiff we continued to support existing and start-up businesses as well as a proactive approach to securing inward investment. As a result of Council support to businesses 2,395 jobs have been created or safeguarded in Cardiff which is a clear improvement against 1,036 in the previous financial year.						
F &ED B	Business start up rates	50 (2012)	70 (2013)	50	Yes	N/A	↑
	Significant increase in business start-up rates, with a 40% rise over the course of the previous year of analysis.						
F&ED C	Staying visitors (Source STEAM)	1,914,700	1,959,100 (2.5%)	+2%	Yes	N/A	↑
	The number of visitors who stay in the city overnight continues to increase, along with a 3% increase in tourist related spend						
F&ED D	GVA per capita	97.6%	98.3%	100% (UK Average)	No	N/A	↑
	Gross Value Added (GVA) represents an economic measure of the value of goods and services provided in an area, industry or sector of the economy. These incomes are then used to cover the expenses of a business e.g. staff salaries. Cardiff is now less than 2% below the UK average (includes Vale of Glamorgan in the analysis)						
F&ED E	Superfast broadband penetration	93%	97%	100% of homes and businesses in Cardiff by 2016	100% by 2016	N/A	↑
F&ED F	Unemployment (Source ONS)	3.9% (Feb 2014)	2.9% (Feb 2015)	Below Wales Average	No	2.6%	↑
F&ED G	Qualifications on Cardiff accounts				No target set	N/A	
F&ED H	Council Tax collection rates	96.35%	97.03%	No target set	N/A	N/A	↑
	We have improved the collection of Council Tax in 2014/15 compared to the previous financial year. This result represents our best in-year collection record since the introduction of Council Tax in 1993. We have attributed this to the success of our improvements to internal processes.						

# Education & Lifelong Learning

## What do we want?

We want to deliver improved outcomes through high quality education provision in Cardiff. We aim to achieve this by improving educational outcomes for pupils in Cardiff schools, increasing school attendance and decreasing the number of young people in Cardiff who are not in Education, Employment or Training.

## What we have achieved during 2014/15:

- We improved performance in attendance at both Primary and Secondary Schools and exceeded the targets that we set ourselves
- We continued to embed the Vulnerability Assessment Profile tool to identify those pupils at risk of disengagement from Education, Employment or Training and our numbers of young people who are not in Education, Employment or Training has decreased
- We have increased the number of young people in Cardiff Schools who have achieved a GCSE grade A\* - C in English, Welsh and Mathematics

## What we said we would do in 2014/15\*:

\*This refers to the academic year 2013/14

<b>Action: E&amp;LL1 Establish a schools-led Improvement Strategy by April 2014</b>	
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In partnership with the Central South Consortium we launched the schools led improvement strategy, 'The Central South Wales Challenge' in January 2014.

<b>Action: E&amp;LL2 Deliver an action plan to increase levels of Employment, Training and Education in Cardiff by September 2014</b>	
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In line with our Youth Engagement and Progression Action Plan we continued to embed the Vulnerability Assessment Profile tool across schools in Cardiff to identify pupils in years 8 to 11 who are at risk of disengaging from education and to ensure that the correct support is in place through our team of lead workers. Multi-agency panels in each of our six neighbourhood areas now track and coordinate support for young people post 16 who are not in Education, Employment or Training. The percentage of year 11 leavers not in Education, Employment or Training has reduced from 4.9% in academic year 2012/13 to 4.26% in academic year 2013/14. The percentage of year 13/14 leavers not in Education,

Employment or Training has also decreased from 9% in the academic year 2012/13 to 4.71% in the academic year 2013/14.

<b>Action: E&amp;LL3 Strengthen leadership in teaching in all schools throughout the course of the Corporate Plan</b>	
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We have developed programmes for leadership and learning and created a new Newly Qualified Teachers programme which we piloted in the Spring Term of 2015. Our Hub Schools also ran Aspiring Middle and Senior Leaders programmes to support our teachers through their professional journey.

<b>Action: E&amp;LL4 Build effective partnerships between schools, business, culture and enterprise in Cardiff from February 2014 onwards</b>	
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Since our Estyn monitoring visit in February 2014, the partnerships have been reviewed so that they contribute positively to improvement in learner outcomes. Roles, relationships and mutual expectations have been clarified and our commitment to improving educational attainment has been strengthened within the framework of the What Matters Strategy, our Corporate Plan and our Corporate Commitment to Education.

<b>Action: E&amp;LL5 Continue to commission services for schools from the Central South Consortium</b>	
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The Central South Consortium has continued to strengthen support for Cardiff schools and we have commissioned services in relation to challenge and support and established a much closer working relationship. A self evaluation of the current arrangements for challenge and support to schools was presented to Estyn in March 2015 which indicated that the challenge to schools had improved and generally appropriate actions were in place where concerns are evident.

<b>Action: E&amp;LL6 Continue to take actions to improve school attendance</b>	
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Attendance has remained a high priority in our Education Development Plan and we have continued to progress the Five Step Framework to managing school attendance to ensure that improvement is maintained.

In 2013/14, Secondary school attendance improved to 93.8%, compared with 92.9% in 2012/13 and we exceeded our target of 93.6%. Cardiff's Primary school attendance improved in 2013-14 to 94.9% compared with 94% in 2012/13.

**Action: E&LL7 Put in place measures to improve schools governance by May 2014**



We have put in place a whole Council approach to accelerate the recruitment and retention of governors and a new system to recruit and appoint Local Authority governors was approved in March 2015 to be implemented in the summer term of 2015. Over the year the percentage of school governor vacancies has reduced from 12% to 9%.

**Action: E&LL8 Undertake activities to reduce obesity and improve health of young people in Cardiff from January 2014 onwards**



All of Cardiff's schools are part of the Cardiff Healthy Schools Scheme and 96% of schools have been supported to develop Nutrition and Physical Activity actions to promote the health of their pupils. Welsh Government targets for pre-school settings to join the Cardiff Healthy and Sustainable Pre-School scheme were met and 80% of these have completed nutritional and physical activity actions. The Flying Start Nutrition and Dietetics Service have supported parents to build knowledge, skills and confidence in healthy eating for their family.

**Action: E&LL9 Work in collaboration with partner organisations and other Local Authorities to deliver a sustainable Adult Community Learning delivery Model**



In 2014/15 Adult Community Learning (ACL) experienced a significant reduction in grant funding. As a result, we redesigned the ACL programme and have been able to continue running it on a cost neutral basis. An Estyn monitoring visit in January 2015 provided us with a positive result on progress being made by the Council and the Cardiff and Vale Community Learning Partnership.

**Action: E&LL10 Fully integrate Council and partner approaches to ensuring that all in Cardiff have access to education, employment or training, building on the Council's existing Gateway of opportunity**



Multi-agency panels in each of our six Neighbourhood areas track and co-ordinate support for young people post 16 who are not in Education, Employment or Training.

The European Spider Project ran a youth consultation event which highlighted that young people found it difficult to access services and information around Education, Training and Employment. Cardiff Metropolitan University led on developing an online portal (Pointr) to make access to information easier. We plan to ensure that this system is fully implemented.



The work that we have undertaken will help us to be able to implement the Welsh Governments Youth Guarantee in September 2015 to ensure that all young people aged 16 have access to a suitable place in education and learning.

<b>Action: E&amp;LL11 Establish a framework for a commissioned youth service by December 2014</b>	
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We did not establish a framework for a commissioned youth service by December 2014 because we progressed towards a restructure of Youth Service provision in the latter half of the year. However, we involved young people to help put in place a part commissioned grant process for youth service delivery in Cardiff. Work has continued since April 2015 to progress the completion of a framework and we continue to involve young people in this process to ensure they become the co-designers of services to meet their needs and the co-producers of services designed to achieve better outcomes.

<b>Action: E&amp;LL12 Deliver a Welsh in Education Strategic Plan by March 2014 and implement it going forward</b>	
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We produced a Welsh in Education Strategic Plan to set out the vision and aim for Cardiff in relation to Welsh Medium education. A review of the plan in December 2014 showed that some of the targets set for 2017 have already been achieved.

<b>Action: E&amp;LL13 Continue to deliver a Schools Organisation Plan</b>	
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Our 21<sup>st</sup> Century Schools Programme bid was first submitted to the Welsh Government in 2011 since which time Cardiff has experienced significant population growth. We are continuing to work on addressing the availability of school places along with the condition of the school estate.

## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result (Academic Year 12/13)	2014/15 Result (Academic year 13/14)	2014/15 Target (Academic year 13/14)	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
E&LLA	% of pupils achieving a standardised score of 85 or above at the end of Key Stage 2 (KS2) (Year 6) in literacy and numeracy	English reading test 88%	English reading test 83.8%	No target set	N/A	84%	↓
		Welsh reading test 93%	Welsh reading test 88.8%	No target set		84.7%	↓
		Numeracy procedural test 85.56%	Numeracy procedural test 83.66%	No target set		83.3%	↓
		Numeracy reasoning test Data not available	Numeracy reasoning test 82.08%	No target set		82.8%	Comparison not available
<p>Although there has been a decline in performance, Cardiff's performance compares favourably with neighbouring local authorities in the region and is above the Consortium average. The Central South Consortium has both a literacy and numeracy strategy which builds upon the good practice identified from the local authorities within the consortium. Both the 2012-15 Cardiff Language, Literacy and Communication Strategy and the Cardiff Mathematics and Numeracy Strategy are in line with national and regional plans to secure improvement.</p>							
E&LLB	% of pupils with lower reading age than chronological age at end of KS2	Welsh Government has previously released a reading age on the pupil level report given to parents, but they have not released this information to schools or Local Authorities to import into Management Information Systems. When this has been requested previously, the request has been declined. To the best of our knowledge there is no intention on releasing this for 2015 data					
E&LLC	% point gap between FSM and non FSM pupils achievement of Core Subject Indicators (CSI) at KS2	19.46%	17.5%	16.22%	No	N/A	↑
<p>Although the target was not met, there has been a reduction in the percentage point gap between those pupils eligible for free school meals (FSM) and those not eligible in achieving the CSI at KS2. Pupils eligible for free school meals are generally out performed by those who are not eligible but the gap has reduced in the academic year 2013/14 when compared with the previous year.</p>							
E&LLD	% of pupils with progress of 2 levels or more across Key Stage 3 (KS3) (Years 7, 8 & 9) for English, Welsh first language, Mathematics	English 30%	English 46.66%	English 35%	Yes	N/A	↑
		Welsh 28%	Welsh 47.55%	Welsh 35%	Yes		
		Maths 40%	Maths 56.53%	Maths 45%	Yes		
		Science 33%	Science 53.82%	Science 38%	Yes		

	and Science						
Improvement has continued across KS3 in English, Welsh, Mathematics and Science and all targets were exceeded. Although performance has improved, not enough pupils have made progress of at least two National Curriculum levels at KS3 in the 2013/14 academic year.							
E&LLE	% pupils achieving Level 2 threshold at Key Stage 4 (KS4) (Years 10 & 11)	73%	76.3%	No target set	N/A	N/A	↑
Cardiff schools where fewer than 30% of pupils achieved the level 2 threshold including English, Welsh and Mathematics. However, the number of schools where less than 40% of pupils achieving this threshold has reduced from eleven to six.							
E&LLF	% pupils achieving Level 2+ threshold at KS4	49.9%	54.04%	55%	No	55.1%	↑
At level 2+ there has been considerable improvement however, our result is slightly below the Welsh average. During the 2013/14 academic year we identified key factors which were holding back further progress. These include ineffective accountability and an insufficient focus on pupil progress. Improved tracking of pupils and well targeted follow up have contributed to improved outcomes.							
E&LLG	% point gap between FSM and non FSM pupils achievement of Level 2 threshold including English / Welsh and Mathematics at KS4	36.18%	33.29%	No target set	N/A	N/A	↑
Pupils eligible for free school meals are generally out performed by those who are not eligible but the gap has reduced in the academic year 2013/14 when compared to the previous year. Some good practice in schools which has been instrumental in closing the gaps have included; the identification of a professional lead role to ensure persistent support for FSM pupils, and the effective use of the Pupil Deprivation Grant to enhance provision.							
E&LLH	% Attendance primary	94.0%	94.9%	94.4%	Yes	94.8%	↑
Our result is comparative to Wales (94.8%) and places us at 7 <sup>th</sup> for primary school attendance out of 22 local authorities across Wales.							
E&LLI	% Attendance secondary	92.9%	93.9%	93.6%	Yes	93.6%	↑
Our result is slightly above the Wales average of 93.6% and places us at 10 <sup>th</sup> for secondary school attendance out of the 22 local authorities across Wales.							
E&LLJ	Increase success rate of Adult Community Learning (ACL) courses in 2013/14 academic year by 10% to 72%, with progression to meet national	61%	72%	72%	Yes	N/A	↑

	target of 82% by 2016						
<p>Our success rate of ACL courses has improved even though ACL faced several challenges including significant reductions in grant funding. An Estyn monitoring visit in January 2015 provided us with positive feedback in respect regarding the progress made by working with Cardiff and the Vale Community Learning Partnership.</p>							

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# Communities, Housing & Neighbourhood Renewal

## What do we want?

We want to ensure that our citizens have access to good quality housing and they are supported by the Council to address their housing need to live in a safe and inclusive community. We also want to improve community well-being through the regeneration of local communities and ensure that our citizens can access good quality services efficiently and effectively.

## What we have achieved during 2014/15:

- We maintained the Welsh Housing Quality Standard at 100% which means that our housing stock is of good quality and meets Welsh Government requirements
- We secured £1m of funding from the Welsh Government to support regeneration projects in the Grangetown area of the city and completed a number of neighbourhood regeneration schemes across the city with an average customer satisfaction of 84%
- We carried out works to increase the security of our housing stock and 75% of tenants said they felt their property was secure
- We progressed the work of our Community Hubs which were commended by the Welsh Government as a good way of providing a range of services to our citizens

What we said we would do in 2014/15:

<b>Action: CH&amp;NR1 Develop sustainable communities and identify housing need across the city, which includes appointing the delivery partner for the new Housing Partnering Scheme, improving the Council stock and regenerating local neighbourhoods. (Appoint delivery partner in 2015)</b>	
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We surveyed 12,000 households and conducted 500 face to face interviews to assess housing need across Cardiff and identified 108 pitches required to meet Gypsy and Traveller accommodation needs up to 2026. We will appoint a preferred developer for the Housing Partnering scheme in September 2015.

We improved our housing stock by replacing 1,353 boilers, 65 roofs and fitted 76 poorly insulated blocks of flats with retrofitted cladding and maintained the Welsh Housing Quality Standard at 100%. We completed 48 Door Entry installations and committed over £900k to defensible space and fencing focussing on vacant properties to enhance security.

We secured £1m of grant funding to support regeneration projects across the city and delivery of these schemes will continue in 2015/16. Through our Community Benefits Scheme our main contractors provided in-kind contributions including mentoring, provision of a kitchen at the Women’s Centre and painting community facilities. Through this apprenticeships were provided for 18 young people, 13 work experience placements were supported and 10 National Vocation Qualifications were completed.

**Action: CH&NR2 Implement the Solar Panel Pilot for 100 Council owned properties and review the business case for expansion (March 2015)**



We installed 100 Solar Panels in council properties in the Trowbridge area. This will help us assess the benefits of alternative energy generation to our tenants with the aim of rolling out the programme further in 2015/16.

**Action: CH&NR3 Implement a ‘One Council’ Approach to customer management, improving customer services and driving down costs. This includes developing the Neighbourhood Librarian Service, implementing the Allocations Policy, introducing new Tenant Participation Policy, developing a Gateway for Independent Living and establishing a new Customer Relationship Management system. Blueprint for the approach to be completed by May 2014**



We have introduced ‘One Council’ to help us improve our customer services. To support this we launched our new website which was rated 4 stars by SOCITM.

We improved our library services within Community Hubs and our Outreach Service. Our performance against the Welsh Public Library Standards was the most successful to date.

We implemented our new Housing Allocation Scheme which ensures that those in greatest need are prioritised.

Our Tenant Resource Centre in Marland House provided Council Tenants with the opportunity to have their say on our services and a place to access online services.

Our Independent Living Gateway service to our residents over the age of 60 provides the opportunity to join up a range of services for these customers.

**Action: CH&NR4 Develop formal collaboration arrangements with the Vale of Glamorgan Council (Formal agreement of approach April 2014)**



Together with the Vale of Glamorgan Council and our partners we introduced the Cardiff and the Vale Local Service Board to work across organisational boundaries in planning better outcomes for the citizens of Cardiff and the Vale of Glamorgan.

**Action: CH&NR5 Implement new Neighbourhood Partnerships to further develop targeted and localised service delivery whilst strengthening the community leadership role of elected members (April 14 onwards)**



We launched the new Neighbourhood Partnership arrangement which includes the appointment of a Lead Elected member role to champion community interests. A new Neighbourhood Fund was launched, which has been able to support 105 community initiatives and projects.

**Action: CH&NR6 Continue the roll out of Community Hubs including the opening of Hubs in Grangetown and Ely, plus the progression of the development of the new Splott Hub (Grangetown Hub March 2015; Ely Hub August 2014)**



Our Community Hub programme aims to improve and bring together the face-to-face services available to Cardiff residents. We opened the Ely Hub in June 2014 which brought together a range of Council and partner services such as Welfare advice, training opportunities, and Into Work advice and library materials. We are on course to begin construction on a new Hub in Splott in 2015 and have developed plans for further Hubs across the City. Our Grangetown Hub is expected to open in 2015.

**Action: CH&NR7 Expand the Council's fibre optic network to integrate and improve service delivery enabling the creation of a Virtual Concierge Service for the Council owned high rise accommodation and develop an appropriate commercial operating model by February 2015**



We identified that a wireless transmission network would be a more fit-for-purpose solution than an expansion of the existing fibre-optic network and will allow the creation of a Virtual Concierge Service for Council owned high-rise accommodation.

In March 2015 we put forward the requirements for our Category 1 Alarm Receiving Centre (ARC) which will enable us to improve the quality of life for council housing residents. Work is underway to deliver the ARC in 2015.

## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
CH&NR A	Number of people using Community Hubs	102,233	111,548	No target set	N/A	N/A	↑
The number of people using our Community Hubs has increased and they provide us with a way to improve and bring together face-to-face services available to Cardiff residents. Our approach to the delivery of services through Hubs was commended by the Welsh Government and we plan to continue with our roll out programme of further Hubs in 2015.							
	Customer satisfaction levels at Community Hubs	99.7%	99.2%	No target set	N/A	N/A	↓
Over the course of 2014/15 we collected customer satisfaction data in relation to our Community Hubs and the services they provide. Results show that despite a marginal decline, customer satisfaction remains close to 100%.							
CH&NR B	Number of tenants responding positively in the tenants satisfaction survey	778	848	No target set	N/A	N/A	↑
The Council undertakes research into identifying levels of satisfaction of Local Authority tenants on the services they receive. The survey uses a 30% random sample (4,000) of current Local Authority housing tenants and results show that there has been a slight increase in the numbers of tenants who are satisfied with the services they receive from the Council.							
CH&NR C	Community satisfaction levels with local regeneration schemes	90%	84%	No target set	N/A	N/A	↓
Though a decline in performance, the Council has continued to support regeneration schemes across the city, we secured £1m of grant funding to support these schemes and delivery will continue in 2015/16.							
CH&NR E	Number of literacy sessions delivered outside of libraries and Hubs	N/A	290	No target set	N/A	N/A	N/A
The introduction of the Neighbourhood Librarian Service means that 2014/15 is our baseline for data.							



## Our Outcome Measures

Reference	Performance Measure	Progress
CH&NR D	Develop appropriate indicators for measuring the effectiveness of the One Council Approach	Performance indicators are being developed as the approach is rolled out in 2016/17.
CH&NR F	Increase income opportunities from the development of the Virtual Concierge service	There council has created a Virtual Concierge Service for Council-owned high-rise accommodation as part of the wider ARC development. In March 2015 we put forward the requirements required for our Category 1 ARC which will enable us to improve the quality of life for council housing residents. Improving the CCTV systems on the council housing estate will enable us to have better monitoring and response to Anti Social Behaviour, concierges and door entry systems, and to provide income generation opportunities. Work is underway to deliver the ARC in 2015.

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# Children's Services

## What do we want?

We want to work with our partners to ensure that children are protected from harm and supported to live safely with their families. We want to ensure that they receive the best care and support to achieve their full potential and make a smooth transition to adult life. We also want to establish Cardiff as a destination of choice for Social Workers to ensure that Children's services are provided by a skilled and committed work force.

## What we have achieved during 2014/15;

- We established a fully operational specialist Looked After Children Service to support the development of children and young people who are looked after
- We established a fully operational Integrated Safeguarding Unit to ensure that young people continue to be protected from harm
- We reduced our number of Social Work vacancies and our turnover of social work staff also decreased enabling us to have a committed workforce to support children and young people

What we said we would do in 2014/15

<b>Action: CSS1 Improving the recruitment and retention of social workers by implementing a new strategy with effect from April 2014</b>	
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In April 2014 we implemented a Children's Services strategy to improve the recruitment and retention of social workers. Over the year we reduced our percentage of social worker vacancies from 30.1% to 24.8%.

<b>Action: CSS2 Improving outcomes for Looked After Children throughout the duration of the Corporate Plan</b>	
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Through our new Looked After Children's Service we delivered best practice training to our social workers and developed a suite of electronic forms so that we could improve our case recording and evidence of decision making. We revised our Personal Education Plans which are crucial to the engagement of Looked After Children in Education and delivered training to teachers, foster carers and Children's Services staff. We launched a Looked After Children Traineeship Scheme and supported 5 young people to improve their employment outcomes.

**Action: CSS3 Reducing the number of Looked After Children by enhancing the effectiveness of early intervention and prevention throughout the duration of the Corporate Plan**



2014/15 saw an increase in the number of Looked After Children from 611 at the end of March 2014 to 649 at the end of March 2015. However, good progress was made in laying down the foundations for reducing the number of Looked After Children:

- The specialist Looked After Children Service was created.
- An Early Help & Preventative Strategy was created, the actions of which will not positively impact on our numbers of Looked After Children until 2016/17.
- We received an externally commissioned research report to analyse LAC pressures - the factors that influence the rate of LAC admissions in Cardiff and what measures can be put in place to reduce this.

We also worked to redesign our Family Support Services to further support vulnerable children.

**Action: CSS4 Improving safeguarding arrangements by amalgamating existing resources and expertise from Adult Services, Children’s Services and Education by December 2014**



We established an Integrated Safeguarding Unit amalgamating our resources and expertise from Adult Services, Children’s Services and Education to ensure that children and young people continue to be protected and safe from harm. In 2015/16 we plan to develop a Quality Assurance Framework that will enable us to demonstrate the improvements made by the Unit.

**Action: CSS5 Developing a strengthened model for inter agency assessment, prioritisation and risk management by December 2014**



Due to the scale of work required we were unable to meet some of the milestones that we set ourselves.

We commenced work towards the development of a Multi Agency Safeguarding Hub (MASH) by securing joint funding for a Project Manager to lead the development and agreement for the location of the MASH. Along with our partners, the Police, Health and Probation we investigated the model used by our colleagues in Rhondda Cynon Taf to explore best practice to be rolled out in Cardiff. Once operational the MASH will enable us to work with our partners to improve capacity and efficiency of existing referral management. It will also improve the effectiveness of assessing those children who are at risk of significant harm so they can live safely within their families. Progress will be

monitored via the Directorate Business Plan 2015/16 and Shaping Services Programme Board.

<b>Action: CSS6 Working with partner organisations to support the remodelling of services provided to disabled children and young adults by October 2014</b>
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<b>X</b>
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We gained commitment from the Local Safeguarding Children Board and key partners in support of remodelling services and agreed joint funding with Education, Health and the Vale of Glamorgan Council for a Change Manager post to lead on this work. By the end of the financial year our final report on the remodelling of services for children with disabilities was agreed and we put plans in place to consult with the Disability Strategy Group to take this work forward. Once operational the remodelled services will improve the transition experience for disabled young people and their parents.

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## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
CSSA	Timeliness of initial assessments	40.10%	50.60%	80%	No	N/A	↑
The 2014-15 result was adversely affected by very poor and inadequate performance in the first half of the year, much of which was preoccupied with clearing the backlog of assessments. Under new leadership performance improved in the second half of the year which gives us confidence that we can achieve performance in excess of the Welsh average in 2015-16.							
CSSB	Percentage of children seen by a social worker during an initial assessment	67.1%	60.9%	80%	No	78%	↓
<p>An analysis of the reasons why children were not seen by a social worker during an initial assessment was undertaken during the year. Primary reasons were identified as:</p> <ul style="list-style-type: none"> <li>• Complex cases where the case proceeds directly to core assessment, and the child is seen as part of the core assessment.</li> <li>• Receiving managers re-evaluating the decision to proceed to initial assessment and closing the case for no further action.</li> </ul> <p>Taken together, these two factors would substantially reduce the gap between the target the outturn.</p>							
CSSC	Re referrals within a year	25.60%	25.40%	25%	No	N/A	↑
We met our target for this performance indicator with performance showing slight improvement.							
CSSD	Timeliness of core assessments	65.90%	62.50%	80%	No	N/A	↓
Our 2014-15 result was adversely affected by poor performance in the first quarter of the financial year, but much stronger performance in the last quarter of the financial year. Between April and June 2014 our timeliness was 49.8% and this rose to 68.9% between January and March 2015. The impact of successful recruitment and more stable frontline leadership puts the service in a stronger position to improve performance in 2015-16.							
CSSE	Timeliness of reviews of Looked After Children	92.40%	88.30%	100%	No	N/A	↓
Although we did not meet our target, we addressed performance issues and performance showed some recovery, reaching 98% for January to March 2015.							
CSSF	Number of Looked After Children allocated to a social worker	99.20%	99.50%	100%	Yes	N/A	↑
As at the end of March 2015 there were 642 open cases of looked after children of which 640 were allocated to a social worker. The remaining two children have since been allocated to a social worker.							
CSSG	Number of children on Child Protection Register allocated to a	100%	100%	100%	Yes	N/A	→

	social worker						
CSSH	Timeliness of initial Child Protection Conferences	83.80%	90.70%	90%	Yes	N/A	↑
CSSI	Percentage of social worker vacancies	20.80%	27.20%	17%	No	N/A	↓
<p>We created more social worker posts and this attributed to the increase in our vacancies.  The impact of our Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, reducing social worker caseloads in Children's Services teams from 24.5 at 30.06.14 to 19.7 at 31.03.15.</p>							

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# Health & Social Care

## What do we want?

We want to improve outcomes for Cardiff citizens by investing in support so that people can maintain their independence and remain living at home for longer. We want to do this by working with our partners to make improvements to people's homes to suit their needs and ensure that they are supported to live independently. We also want to work with our partners to support reablement to ensure that people are discharged from hospital back to the community in a safe and timely manner.


## What we have achieved during 2014/15:

- Using funding from the Immediate Care Fund project we completed a fully adapted Smart House and 6 'Step-down' flats to increase awareness of the range of rehabilitation equipment available to our citizens and to provide temporary accommodation to individuals leaving hospital
- We established a Gateway Service and 92% of service users felt able to remain living at home as a result of the support and guidance offered by the Gateway
- We agreed a contract award for supported living for adults with a learning disability to offer individuals more independence within their community

What we said we would do in 2014/15:

<b>Action: H&amp;SC1 Increasing uptake of direct payments year on year</b>	
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We increased the number of service users accessing Direct Payments from 501 in 2013/14 to 550 in 2014/15 enabling them to make their own choices and take control over the care services that they receive.

<b>Action: H&amp;SC2 Developing reablement further in partnership with health colleagues to support more people back home with co located services from April 2014</b>	
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To increase awareness amongst our citizens of the range of rehabilitation and reablement equipment to support independent living, we completed a fully adapted Smart House (using Intermediate Care Funding).

In partnership with Cardiff and the Vale University Health Board we achieved the co-location of two Cardiff Community Resource Teams (CRTs) to provide short term support and

assistance to Cardiff citizens. These teams help them regain their confidence and maximise their independence following illness, trauma or changes in their personal circumstances.

We remodelled six flats as 'step-down' accommodations which aim to alleviate problems associated with delayed discharge and transfers of care within hospitals.

<b>Action: H&amp;SC3 Increased investment in supported living reducing dependence on residential care by March 2015</b>	
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We undertook a programme of consultation and engagement with our citizens and social work provider market in order to implement a supported living model tailored to their needs. We appointed a provider for a Floating Support service for people with mental health needs which will offer a range of support to people who are experiencing mental health problems to maximise their independence and decision making. During 2015/16 we plan to expand the range of supported accommodation offered.

<b>Action: H&amp;SC4 Introduce new commissioning framework enabling more options and capacity to support people at home (in 2014/15)</b>	
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To further develop care provided at home we introduced a new commissioning framework for Domiciliary Care. The new model of procurement commenced in November 2014 and introduced a new Dynamic Purchasing System and accredited care provider list. This has created greater transparency during the process and has enabled us to better match individual service user requirements to care, by increasing the number and diversity of care providers in the City. It has also encouraged care providers to maintain quality services whilst incentivising care providers to develop specialist services where required.

<b>Action: H&amp;SC5 Deliver improved integrated services with partners in Health and across the Vale of Glamorgan (in 2014/15)</b>	
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Together with the Vale of Glamorgan Council, and Cardiff and the Vale University Health Board we delivered projects to introduce new service models and care pathways to meet individual service user needs in a more flexible and integrated way.

During 2015/16 we will continue to build upon collaborative working arrangements to seek further improvements in this area.



## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
H&SC A	Increase in direct payments	501	550	800	No	N/A	↑
Despite continuing to try to increase the uptake of Direct Payments we have not met our target. During 15/16 we plan to benchmark our Direct payments with other Local Authorities within Wales and the UK so that we can analyse our comparative performance. We will also be measuring the rate of those leaving the scheme, as well as continuing to monitor take up to identify areas of improvement.							
H&SC B	The rate of older people whom the authority supports in care homes per 1,000 population aged 65	17.98	18	18.4	Yes	18.85	↓
The number of people aged 65+ we have supported to live in care homes has increased from 845 in 2013/14 to 861 in 2014/15. Some of the measures we are taking to reduce this include the implementation of a First Point of Contact (FPC) which will ensure that all contacts are either signposted or routed through the gateway / prevention service prior to accessing social care or accommodation services. This is in conjunction with a wider range of accommodation options will be delivered to meet identified social care needs which includes residential care.							
H&SC C	The rate of older people supported in the community per 1,000 population aged 65 or over	46.41	46.42	44.12	Yes	67.30	↓
The number of people aged 65+ that we supported to live in the community has decreased slightly from 2182 in 2013/14 to 2110 in 2014/15. Some of the measures we are taking to try to improve our performance include a new approach to day care for older people which will involve a full review of the service to ensure that the new model meets the needs of the current users.							
H&SC D	Older People Domiciliary Care Hours Delivered in Cardiff	1,529,560	1,555,603	Targets are not set	N/A	N/A	↑
The number of hours of Domiciliary care that we provide has increased. The implementation of a First Point of Contact (FPC) will ensure that all contacts are either signposted or routed through the gateway / prevention service prior to accessing social care or accommodation services. This will help to ensure that individuals regain and retain independence to remain living in their own homes.							
H&SC E	Total number of local authority residents (aged 18+) experiencing	264	198	254	No	N/A	↓

	a delayed transfer of care during the year for social care reasons						
<p>The number of local authority residents experiencing a delayed transfer of care has increased. We have continued to work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital. We are establishing a new Leadership Group to address Delayed Transfer of Care, consisting of Cabinet Members from the Vale of Glamorgan Council and Cardiff Council, the Chair of the University Health Board and relevant officers</p>							

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# Environment


## What do we want?

We want to ensure there is a clean, attractive and sustainable environment to create healthy and inclusive communities which is underpinned by an efficient approach to waste management.

## What we have achieved during 2014/15:

- We created a new Energy Prospectus which details how we will drive down the carbon footprint and energy costs of buildings managed by the Council
- We completed an energy switch for 2,000 households across Cardiff with an average saving of £255
- We exceeded our Statutory recycling target for 2014/15

What we said we would do in 2014/15:

<b>Action: ENV01 – Deliver a new Energy Prospectus outlining the business case for investment in localised energy generation in the city by July 2014.</b>	
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We created a new Energy Prospectus which details how we will drive down the carbon footprint and energy costs of the buildings and properties managed by the Council. Our prospectus is currently with the Welsh Government but we have been able to deliver a number of schemes within the plan.

<b>Action: ENV02 - Deliver a new Waste Strategy by July 2014</b>	
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We experienced delays with external technical support which meant that our outline Waste Strategy 2015 to 2018 was presented to the Councils Cabinet for approval in October 2014. We wrote this outline strategy to ensure that the Council continues to adapt its services in line with changes to legislation and to respond to a challenging financial climate and the need to work collaboratively to provide the most cost effective services to our citizens. Furthermore, the strategy also sets out our response to achieving the challenging recycling and landfill targets which carry heavy financial penalties for the Council if they are not met.

<b>Action: ENV03 Deliver a national collective energy switch, subject to approved funding by the end of 2014</b>	
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The energy switch - Cyd Cymru - was delayed due to cuts in Welsh Government funding; however, a switch was completed in March 2015. Over 5,600 residents registered and 2,000 (36%) households switched with an average saving of £255. It is anticipated that

approximately 50% of these households will no longer be in fuel poverty, allowing the money saved to be spent on other bills and food.

**Action: ENV04 - Deliver a more attractive environment for the city through the Cardiff Outdoors scheme from April 2015**



From February to June 2015 we piloted a Neighbourhood Services project in the South-West of the City and redesigned our cleansing and fly-tipping processes. We also increased the frequency of cleansing in areas with particular litter issues. Performance fell below target for cleanliness and the removal of fly tipping, however, remedial actions will be put in place to address this as part of the project.

**Action: ENV05 – Deliver phase 1 of the Radyr Weir project by April 2015**



Phase 1 of the £2.6million hydro-electric Radyr Weir project was to contract a company, to do preparatory work and to establish if the proposal will deliver the anticipated benefits. The project started officially on site in July 2015 and once completed the two Archimedes turbines will power enough electricity for 550 homes with anticipated net revenue of £140k per year.

**Action: ENV06 – Submit bids by April 2015 for funding through the Arbed scheme to invest in:  
145 properties with External Wall Insulation (Flats).  
50 houses with External Wall Insulation  
645 properties with Cavity Wall & Loft Insulation  
600 properties with Grated Boiler Upgrades**



We were unsuccessful in our bids to the Welsh Government for ARBED2 year 3. So in partnership with Melin Homes we submitted a revised bid which was successful. We undertook work which included a housing retrofit in Brynfedw, Caerau and Coed-y-Gores and Cemaes Crescent. 303 properties were fitted with external wall insulation, 566 were fitted with cavity wall and loft insulation and 1,353 properties received boiler upgrades. The work we have undertaken has had a positive effect evidenced through positive feedback provided to Melin Homes and Energy Performance Certificates.

**Action: ENV07 - Redesign the street cleaning team to match user needs from April 2014**



We introduced a neighbourhood approach to service delivery in the South-West neighbourhood partnership area. Through this neighbourhood working we were able to base cleansing teams closer to the areas they were responsible for to increase ownership and awareness of local issues. Results of Local Environment Surveys showed that

satisfaction levels were below our aspirations; this was partly attributed to a change in the way performance is monitored. However, we worked with those undertaking the monitoring and through a further review of cleansing operations we have seen improvements in performance such as an increase in productivity (tonnages collected), a reduction in fuel usage and a reduction in customer requests.

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## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
ENV A	Meet the statutory recycling target	49.67%	53.38%	52%	Yes	56.23%	↑
ENV B	Increase the kilowatts (kW) of local energy generation in Cardiff	118.9kW	417kW	7.47MW	No	N/A	↑
Generating local energy helps us to reduce fuel bills. This energy was generated by installing solar panels on residential council homes in Trowbridge and the councils Lamby Way Depot. The target was not met due to a decision by the Council to revise the procurement strategy in relation to the Solar Farm which is now being delivered as a land lease option via a third party.							
ENV C	Reduce CO2 emissions in households subject to works	New measure 14/15 is baseline	2,201.4 tonnes (1,636 properties)	1,270 tonnes (890 properties)	No	N/A	N/A
By installing energy efficiency measures which included external wall insulations and replacing old boilers, households have potentially been able to save money on their energy bills.							
ENV D	Average energy costs for Cardiff households benefitting from Council led activities.	New measure 14/15 is baseline	£460,188.50 (1,636 properties)	£246,000 (890 properties)	No	N/A	N/A
ENV E	% of Reported Fly Tipping reported cleared in 5 working days	92.6%	82.61%	90%	No	93.05%	↓
Although performance has declined when compared to the previous year, we observed an improving trend over the year, performance in the first quarter of the year was 81.35% compared to 97.45% in the last quarter of the year. Through the Neighbourhood services pilot resources have been shared to help remove fly tipping more promptly.							
ENV F	1,250 surveys for Energy Performance Certificates undertaken	New measure 14/15 is baseline	1,467	1,250	Yes	N/A	N/A

# Strategic Planning & Transport


## What do we want?

We want to develop Cardiff as a world class city within the Local Development Plan timescale (2026) through the delivery of appropriate infrastructure and transport. Our overall aim is to make Cardiff the destination of choice for people and businesses and a key part of this is to make our planning service the most 'open for business' in the UK.

## What we have achieved during 2014/15:

- We delivered on time our Local Development Plan to the Welsh Government
- We secured planning permission for new headquarters in Central Square and completed the preferred design for the new Central Public Transport Hub
- We developed master plans for major growth areas of Cardiff and commenced early phases of walking, cycling and bus transport improvements

What we said we would do in 2014/15:

<b>Action: SP&amp;T1 Deliver the Local Development Plan, including submission of Deposit LDP to Welsh Government by August 2014 and adoption by October 2015</b>	
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Our Local Development Plan was delivered to Welsh Government for independent examination on time in August 2014. The independent Inspectors examining the LDP have extended the anticipated date of preparing their report to November 2015 reflecting the consultation on proposed changes during June/July 2015. It is therefore currently anticipated that adoption would be confirmed winter 2015/16 but the process is currently under the control of the Inspectors, not the Council.

<b>Action: SP&amp;T2 Develop plans for new Central Public Transport Hub by April 2015</b>	
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During 2014/15 we secured planning permission for new headquarters in Central Square and the preferred design for the new Central Public Transport Hub was developed and reported to the Councils Cabinet in July 2015. We will seek engagement from stakeholders and our citizens before submitting a planning application in December 2015.

**Action: SP&T3 Deliver a new Parking Strategy to help manage travel demand and improve management of the strategic highway network by September 2014**

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The new parking strategy will set out the Councils approach to the management of parking in Cardiff. We have produced a draft strategy for consultation that has not yet been approved and delivery of a final strategy is anticipated during autumn 2015.

**Action: SP&T4 Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram Train link between the City Centre & Cardiff Bay by December 2014**

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We have continued to work in partnership with the Welsh Government, Network Rail and Rhondda Cynon Taf County Borough Council to identify the scope of study work to ensure that key transport projects aspirations and requirements are achieved. We are awaiting the publication of a Welsh Government report in August 2015 that will set out the actions going forward.

**Action: SP&T5 Work with key partners to develop new city regional planning arrangements by April 2015**

✓

The Council is working with Local Authorities and other key partners in the Cardiff Capital Region as new planning arrangements are being developed for the city-region. The Welsh Government is responsible for putting in place Secondary Legislation which will firm up details following the Planning (Wales) Bill receiving Royal Assent in July 2015. The Council is therefore engaging in related developmental work such as attending the Welsh Government facilitated SDP Advisory Group, the SEWSPG regional planning group and Planning Officers Society.

**Action: SP&T6 Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015**

✓

We submitted our transport plan to the Welsh Government within the time scale that we set. We are awaiting Welsh Government approval and have deferred the delivery of the Transport Strategy to 2015/16.



**Action: SP&T7 Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015**



Masterplans have been prepared for major growth areas of the city and have been included within the Local Development Plan. We have held successful meetings with major housing developers and have worked on a masterplan and transport led development approach to ensure that there is added value to current development proposals in relation to land use, infrastructure and design quality.

We have also commenced early phases of walking, cycling and bus transport improvements including completion of cycle lane improvements on Column Road.

**Action: SP&T8 Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014**



We commissioned Masterplans for the Bay Waterfront and Butetown areas and completion of these plans is due Summer 2015 with a report to the Council's Cabinet to establish how these plans will be taken forward.

**Action: SP&T9 Create the most 'open for business' planning and development services in the UK by December 2015**




Performance in relation to determining major planning applications within 13 weeks did not meet our set target. Our Head of Planning, in consultation with all staff, has commenced a review of the development management process in July 2015 to provide greater consistency and clarity for developers and stakeholders. In 2015/16 we plan to fully define the business and performance aspirations of our planning service.

**Action: SP&T10 Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014**




Our key achievements during the year have been in relation to improvements to the Penarth Road and Clare Road junction which has linked regeneration associated with the Grangetown Hub and Junction improvements. Caerphilly Road regeneration of Birchgrove shopping area has been linked with the bus improvement scheme. By coordinating projects we have been able to procure works at a larger scale which have received better efficiencies in relation to expenditure. Furthermore, work has been delivered more effectively thus minimising disruption.

<b>Action: SP&amp;T11 Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015</b>	
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We hosted a landlord and letting agent survey in August 2014 for a period of 21 days. Letters were sent to 173 letting agents across the city notifying them of the survey. Of the responses received 77.3% of respondents said they supported the Council in taking action to control letting boards in the Cathays and Plasnewydd areas of the city. In April 2015 we received approval from the Welsh Planning Minister to introduce local controls in relation to residential letting boards in the Cathays and Plasnewydd wards. This means that residential letting boards will no longer be permitted and we are liaising with letting agents throughout the summer of 2015 so they fully understand the changes. These controls will be in place from October 2015.

<b>Action: SP&amp;T12 Develop an effective city wide partnership with hospitals, universities and colleges by December 2014</b>	
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We established contacts with partners to ensure they are more informed about our objectives and vision for Cardiff and there is some support for projects being delivered by the Council. Regular meetings with Cardiff University took place; however, the engagement with all Public Sector organisations is viewed as a less critical priority.

## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
SP&T1	20% increase in planning service efficiency throughput of applications (2013/14 baseline)	2,803	2,777	20% increase	No	N/A	↓
<p>Whilst the total number of applications received has not changed significantly between 2013/14 and 2014/15 the Planning Service has undergone a major restructure involving a significant depletion in officer numbers at all levels. The number of applications being allocated and considered by individual officers has increased between 2013/14 and 2014/15</p>							
SP&T2	50% of Major Planning Applications to be processed in 13 weeks	25.71%	20%	50%	No	N/A	↓
<p>A range of measures to improve performance are currently being developed by the recently appointed Head of Planning to respond to a heavy and complex workload. Issues under consideration include assessing staffing capacity against available budget, improved joint-working across teams within and beyond the Planning Service, making improvements to the Development Management process and creating an enhanced performance-driven culture. Full details will be finalised by late summer 2015 and will build upon improvements brought about through the recent restructuring process.</p>							
SP&T4	Increase modal share for journeys to work by sustainable transport towards 50%	44%	43%	46%	No	N/A	↓
<p>The Local Development Plan (LDP) has determined that by 2026, 50% of all journeys within Cardiff are made by sustainable modes, in order to accommodate future city development. Progress towards this future target will continue to be monitored annually through the Ask Cardiff Survey, and as part of the LDP Monitoring Framework.</p>							

## Our outcome measures

Reference	Performance Measure	Progress
SP&T3	Deliver new housing and employment sites in line with the LDP monitoring framework	The monitoring Framework is yet to be agreed by the independent Inspectors. Once agreed (anticipated early Autumn 2015) this will form a statutory basis for annual monitoring on the delivery of housing and employment sites.

# Sport, Leisure & Culture


## What do we want?

We want to maintain and grow the cultural infrastructure of the city where we can, during a period of economic down turn. We want to introduce new ways of operating our services and to work in partnership to be able to continue to deliver services that matter most to our citizens.


## What we have achieved during 2014/15:

- Our parks service was deemed by the Association for Public Service Excellence (APSE) as one of the 6 most improved services in the UK
- Cardiff completed it's year as the European Capital of Sport 2014
- We achieved record income levels at our Leisure Centres, Cardiff Castle and commercial catering.


What we said we would do in 2014/15:

<b>Action: SL&amp;C1 Bid for key major events to be hosted in Cardiff from 2014</b>	
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We delivered our 2014/15 Event Calendar in line with the budget we set and our agreed timescales. The most significant events held in the city were the UEFA Super Cup final and the Six Nations Rugby. In 2016, we have bid successfully to host the World Half Marathon and in 2017 the 13<sup>th</sup> edition of the Volvo Ocean Race which marks its return to the UK for the first time in over a decade and also the Men's and Women's Champions League finals.

<b>Action: SL&amp;C2 Deliver plans for the future needs of the city in terms of leisure facilities, cultural venues and parks and green spaces in 2014</b>	
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We put in place strategies to help deliver plans for the future needs of the city for leisure facilities, cultural venues and parks & green spaces. We established a strategic framework to aid our decision making processes and inform future policies for management and development of parks and green spaces and sport & leisure provision in the city. An Arts & Culture plan was also put in place and scoping took place to establish a cultural consortium to co-ordinate the arts and culture in the City.

<b>Action: SL&amp;C3 Determine future concert hall space for Cardiff by 2017</b>	
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In re-shaping the way services are delivered across the city we have progressed this as part of the Arts Alternative Delivery Model. This includes St David's Hall & The New Theatre, and

is at a competitive tendering stage. We engaged with key industry bodies in future venue management and cultural conversation meetings were held with national and city arts organisations. As part of our Alternative Delivery Models we plan to ensure the delivery of cultural and leisure infrastructure and services through new operating models by June 2016.

**Action: SL&C4 Develop with other Council directorates a new model for Children’s Play throughout the city by 2015**



With the increasing budget pressures we worked with community groups to find new management options for each of our play centres. Our future plans are that the Disability, Welsh medium and holiday play schemes will continue to be provided at the current level whilst we continue to work closely with interested community groups to develop robust business and implementation plans, so that they will be able to take over the operation and management of premises. A new model for children’s play is due to be considered by the Councils Cabinet during 2015.

**Action: SL&C5 Invest in key leisure facility developments including remodelling Eastern Leisure Centre from 2014 onwards**



We acquired approval for the refurbishment of Eastern Leisure Centre to provide a modernised and improved facility for Cardiff citizens. We closed Eastern Leisure Centre at the end of February 2015 and began work in April 2015 to deliver on a 62 week contract which is currently on target. We also invested in developing the range of facilities at Cardiff International White Water Centre by installing a "High Ropes" course which offers a steel and timber terrain towering above the white water course for all of the family to enjoy.

**Action: SL&C6 Generate new and enhanced income streams to fund enhanced services and their development from 2014 onwards**



We have developed new initiatives to generate income and improve the services offered to our citizens. These include a new outdoor cinema at Cardiff Castle (due to open September 2015), a new High Ropes course and Cardiff International White Water Centre and a new indoor 3G pitch at Channel View Leisure Centre. The new operational services have resulted in Sport, Leisure & Culture improving income from 2013/14 to 2014/15 from £29,906,125 to £31,028,261.

**Action: SL&C7 Introduce targeted sport and cultural provision to deprived communities, and build upon European Capital of Sport status to increase sports participation levels from 2014 onwards**



We established Neighbourhood Management Sports Managers and Activators in each of the 6 Neighbourhood Management areas to work with local clubs, schools, facilities and 3rd Sector organisations to increase the participation levels of youth in sport. Neighbourhood Management area action plans are in place to deliver the Local Sports Plan for Cardiff, which connects the Neighbourhood Management Areas with Cardiff City Football Club, Glamorgan Cricket Club, Cardiff Blues, Street Games and the URDD.

**Action: SL&C8 Ensure that the participation of Friends Groups and volunteers in the management and development of parks and green spaces is maximised from 2014 onwards**



In 2015, a Volunteer Development Partnership Group was established to strengthen relationships with the third sector. We worked with over 40 volunteer and community groups contributing in excess of 20,000 volunteer hours to the management and development of our parks and open spaces.

**Action: SL&C9 Deliver a parks partnership programme designed to secure external investment to improve parks and open space provision from 2014 to 2017**



We refocused our Parks Partnership Programme to evidence our on-going commitment to high quality green space provision with the potential to attract a wider range of funding partners. A first stage Heritage Lottery Fund bid for Parc Cefn Onn under the Park for People funding stream was approved and the second stage submission is in preparation for submission in February 2016.

The Bute Park Restoration Project, the largest ever public parks project in Wales, reached a successful completion stage and the park was named as a Green Heritage Site, only the third site in Wales to be awarded this accolade.

We retained Green Flag status for a number of our parks which have also been recognised as being among the best in the United Kingdom.

We also agreed to enter into a partnership agreement with the Royal Society for the Protection of Birds, National Trust and Flat Holm Site and for the future management and conservation of this unique asset.

**Action: SL&C10 Partner with public, private and third sector organisations to safeguard and ensure continued operation of the city's key leisure and cultural venues, facilities and services**



We worked with various community groups and organisations to ensure continued operation of a number of our venues and facilities. Maes-y-Coed and Plasnewydd

Community Centres have been transferred to the Jubilee Community Trust and YMCA respectively to ensure services continue to be provided for local communities.

**Action: SL&C11 Offer a comprehensive and structured programme of opportunities for apprenticeships, trainee schemes and work experience placements in partnership with stakeholder organisations from 2014 onwards.**



We worked in partnership to offer a wide and diverse range of opportunities and a total of 28 placements have been supported across the Sport, Leisure & Culture service.

DRAFT

## Progress against the indicators we used to measure success

Reference	Performance Measure	2013/14 Result	2014/15 Result	2014/15 Target	Target achieved	Wales Average	Performance improved or declined ↑ / ↓
SL&C A	Numbers of visitors to leisure centres and cultural venues in Cardiff	2,943,390	2,786,475	2,954,591	No	N/A	↓
There were a number of contributory factors to the below target result including the closure of Splott Pool in April 2014, the temporary closure of the swimming pool at Pentwyn Leisure Centre for a ten week period due to retiling work following major repairs and reduced opening hours at Eastern Leisure Centre prior to its full closure in February 2015 for refurbishment.							
SL&C B	The Level of Directorate Cost recovery	67.94%	72.7%	72%	Yes	N/A	↑
Record income levels achieved at leisure centres, Cardiff Castle and Commercial Catering.							
SL&C D	Customer satisfaction levels	85.8%	NPS+60	NPS+45	Yes	N/A	N/A
In 2014/15 we started using the Net Promoter® Score (NPS) to allow us to evaluate performance using the following question; 'How likely is it that you would recommend this company to a friend or colleague?' A Net Promoter Score of +50 is considered to be excellent.							



## How we measure up.

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	New indicator	9	10.10	Didn't meet target	New indicator	12
EDU/002i	The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	0.7%	0.5%	1.1%	Didn't meet target	Declined	21
<p>Performance in the Education indicator that measures the % of all pupils (including those in local authority care) in any local authority maintained school aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification has declined to 1.1% during 2014/15 when compared to 0.7% in 2013/14. Analysis of data shows that one half of pupils who left compulsory education without an approved external qualification attended a special school or were in a special resource base.</p>							
EDU/002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	16.3%	2.0%	6.3%	Didn't meet target	Improved	20
<p>Performance in the Education indicator that measures the % of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification has improved to 6.3% in 2014/15 when compared to 16.3% in 2013/14. There are several reasons that have contributed to this improvement:</p> <ul style="list-style-type: none"> <li>• The pupils in year 11 have had extra tutor time to support consolidation of work and revision</li> <li>• There has been improved monitoring of predicted grades so that additional support is targeted appropriately</li> <li>• Closer links have been established with children's services and foster carers – improved partnership working</li> <li>• LAC liaison team improving their monitoring of pupils and links with schools</li> <li>• LAC liaison team working closely with Careers Wales to improve pupil's aspirations and ensure that they see the benefit of taking qualifications</li> <li>• LAC liaison team focussing on every child's individual needs and ensuring everyone is doing at least one qualification</li> </ul>							
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	82.6%	84.5%	85.1%	Met target	Improved	16

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
Performance in the Education indicator that measures the % of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment has improved to 85.1% in 2014/15 when compared to 82.6% in 2013/14. Performance in relation to the CSI was greater than that for Wales as a whole.							
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	77.8%	78.4%	81.5%	Met target	Improved	12
Performance in the Education indicator that measures the % of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment has improved to 81.5% in 2014/15 when compared to 77.8% in 2013/14. Improvement outcomes in Cardiff remain above the Welsh averages.							
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	11.4%	11.4%	11.21%	Didn't meet target	Declined	11
Performance in the Education indicator that measures the % of pupils assessed, in schools maintained by the Local Authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 has declined to 11.22% during 2014/15 when compared to 11.40% in 2013/14.							
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	457.0	497.0	476.6	Didn't meet target	Improved	21
Performance in the Education indicator that measures the average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the Local Authority has improved to 476.6 in 2014/15 when compared to 457.0 in 2013/14, however, Cardiff's performance remains below the Welsh Average.							
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	70.5%	70.5%	62.6%	Didn't meet target	Declined	15
Performance in the Education indicator that measures the % of final statements of Special Education Need issued within 26 weeks has declined to 62.6% during 2014/15 when compared to 70.5% in 2013/14. However, Estyn Recommendation 6 of the 2014 Estyn Monitoring Visit required the Council to 'Improve the information, advice and support for all parents of learners requiring the statutory assessment of pupils' special educational needs'. This recommendation may mean that the improved communication with parents will adversely impact on the ability to issue statements of Special Education Need within the 26 week time period.							
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100%	100%	100%	Met target	Maintained	1
EDU/016a	Percentage of pupil attendance in Primary Schools	94.0%	93.6%	94.9%	Met target	Improved	7

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
Performance in the Education indicators that measure the % of Primary and Secondary School attendance improved to 94.9% and 93.9% respectively, when compared to 94% and 92.9% in 2013/14. Cardiff's performance remains slightly above the Welsh Average. (Please see above and below).							
EDU/016b	Percentage of pupil attendance in Secondary Schools	92.9%	94.5%	93.9%	Didn't meet target	Improved	10
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	49.9%	55.0%	54.0%	Didn't meet target	Improved	13
Performance in the Education indicator that measures the % of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics has improved to 54.0% in 2014/15 when compared to 49.9% in 2013/14, however, Cardiff continues to perform below the Welsh Average of 55.5%.							
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	49.5%	50.0%	51.7%	Met target	Improved	Not comparable
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population	8,326	8,326	8,376	Met target	Improved	1
Performance in the Leisure and Culture indicator that measures the number of visits to Public Libraries during the year, per 1,000 population has improved to 8376 in 2014/15 when compared to 8326 in 2013/14, performance remains well above the Welsh Average of 5526.							
LCS/002 (b)	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	9,990	9,945	8,084	Didn't meet target	Declined	13
Performance in the Leisure and Culture indicator that measures the number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity has declined to 8084 in 2014/15 when compared to 9990 in 2013/14. There were a number of contributory factors to the below target result including the closure of Splott Pool in April 2014, the temporary closure of the swimming pool at Pentwyn Leisure Centre for a ten week period due to retiling work following major repairs and reduced opening hours at Eastern Leisure Centre prior to its full closure in February 2015 for refurbishment.							
PLA/006 (b)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93.0%	20.0%	93.0%	Met target	Maintained	1
PPN/009	The percentage of food establishments which are "broadly compliant" with food hygiene standards	87.27%	75.0%	91.76%	Met target	Improved	18

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
Performance in the Environment and Transport indicator that measures the % of food establishments which are 'broadly compliant' with food hygiene standards has improved to 91.76% in 2014/15 when compared to 87.27% in 2013/14, however, performance remains below the Welsh Average of 94.19%.							
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	190	200	197			7
Performance in the Housing indicator that measures the average number of calendar days taken to deliver a Disabled Facilities Grant has declined to 197 calendar days during 2014/15 when compared to 190 in 2013/14. There are a number of explanations for the delays for example, where some applicants are unable to make decisions regarding their home or their family members and despite the authority having robust criteria and processes the nature of the mandatory grant process quite properly ensures that the applicant and / or their representatives are placed squarely at the centre of the decision making process. There are a few cases where delays are the result of issues with contractors. The demand (number of requests) for Disabled Facilities Grants has increased by 20% since 2013/14 from 1,015 to 1,219 in 2014/15. A number of adaptations (38) were in relation to meeting the needs of children and these often require significant building works and as a result can take a long time to complete. The Capital Budget for this service has reduced by £100,000 from £4,675,000 in 2013/14 to £4,575,000 in 2014/15 which equates to a reduction of 20 adaptations that could be delivered. This continually increasing demand and the growing complexity in the needs of applicants, together with a reduction in the capacity to deliver has contributed to the increase in waiting times.							
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	5.49%	6.60%	6.54%	Met target	Improved	9
Performance in the Housing indicator that measures the % of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority has improved to 6.54 in 2014/15 when compared to 5.49% in 2013/14, however, performance remains below the Welsh Average of 11.76%.							
SCA/001	Rate of delayed Transfers of Care for Social Care reasons	8.56	6.52	10.92	Didn't meet target	Declined	21
Performance in the Social Care indicator for Adults Services that measures the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over has declined to 10.92 in 2014/15 when compared to 8.56 in 2013/14. The decline in performance is in part attributed to winter pressures and unprecedented admissions into hospital. The issue is not one which can be resolved by the Council alone as this is a 'whole system' issue. Partners in the UHB acknowledge that their internal systems need revision and to that end all regional partners are meeting at senior strategic level to progress plans to continue to deliver on admission avoidance and to agree a process redesign so that faster discharge can be facilitated.							
SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	46.42	47.0	44.12	Didn't meet target	Declined	20
Performance in the Social Care indicator for Adults Services that measures the rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March has declined to 44.12 in 2014/15 when compared to 46.42 in 2013/14. The Local Authority experienced a decrease in the number of service users in receipt of Day Care which is due to their wishes to access alternative provision where there needs are met independently within the community.							

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	17.98	18.40	18.00	Target Met	Declined	10
Performance in the Social Care indicator for Adults Services that measures the rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March has declined to 18.00 in 2014/15 when compared to 17.98 in 2013/14, however, performance is above the Welsh Average of 18.85.							
SCA/007	The percentage of service users with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	85.6%	85.0%	82.0%	Didn't meet target	Declined	9
Performance in the Social Care indicator for Adults Services that measures the % of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year has declined to 82.0% in 2014/15 when compared to 85.6% in 2013/14. The loss of agency staff has impacted on performance this year.							
SCA/018 (a)	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	50.2%	90.0%	64.4%	Didn't meet target	Improved	21
Performance in the Social Care indicator for Adults Services that measures % of carers (of adults) aged 18 or over known to social services who were offered an assessment or review of their needs in their own right during the year has improved to 64.4% in 2014/15 when compared to 50.2% in 2013/14. However, performance remains well below the Welsh Average of 88.3%.							
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	91.98%	No target set	91.14%	No target set	Declined	20
SCA/020	The percentage of adult clients who are supported in the community during the year	86.41%	86.50%	86.36%	Didn't meet target	Declined	9
Performance in the Social Care indicator for Adults Services that measures the % of adult clients who are supported in the community during the year has declined to 86.36% in 2014/15 when compared to 86.41% in 2013/14, however, performance remains above the Welsh Average of 85.20%.							
SCC/002	Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	13.3%	9.0%	17.8%	Didn't meet target	Declined	16
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	8.3%	9.0%	10.5%	Didn't meet target	Declined	14

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
<p>Performance in the Social Care indicator for Children's Services that measures the % of children looked after on 31 March who have had three or more placements during the year has declined to 10.5% in 2014/15 when compared to 8.3% in 2013/14. The LAC management team have been making a strategic and concerted effort to ensure that all children are suitably placed and to ensure that if children could be returned from out of area placements then a plan should be expedited.</p>							
SCC/011a	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	67.1%	80.0%	60.9%	Didn't meet target	Declined	22
<p>Performance in the Social Care indicator for Children's Services that measures the % of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker has declined to 60.9% in 2014/15 when compared to 67.1% in 2013/14. An analysis of the reasons children were not seen during initial assessment was undertaken during the year. Primary reasons are:</p> <ul style="list-style-type: none"> <li>• Complex cases where the case proceeds directly to core assessment, and the child is seen as part of the core assessment. These cases have substantially increased and inclusion of these children would reduce the gap between the target the outturn.</li> <li>• Receiving managers re-evaluating the decision to proceed to initial assessment and closing the case for no further action.</li> </ul> <p><i>This Public Accountability Measure has been deleted as a national measure in the financial year 2015/16.</i></p>							
SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	31.4%	No target set	26.4%	No target set	Declined	22
<p>Performance in the Social Care indicator for Children's Services that measures the % of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker has declined to 26.4% in 2014/15 when compared to 31.4% in 2013/14. 26.5% of children were seen alone by a social worker and this indicator is strongly linked to the commentary for the previous indicator.</p>							
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	87.7%	90.0%	88.9%	Didn't meet target	Improved	14
SCC/033 d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	94.0%	96.0%	90.5%	Didn't meet target	Declined	13
<p>Performance in the Social Care indicator for Children's Services that measures the % of young people formerly looked after with whom the authority is in contact at the age of 19 has declined to 90.5% in 2014/15 when compared to 94.1% in 2013/14. The service attempts to keep in touch with all care leavers as required, however the young people determine for themselves whether they wish to respond and remain in contact. Out of a total cohort of 63, the authority was in contact with 57.</p>							
SCC/033 e	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	91.5%	96.0%	91.2%	Didn't meet target	Declined	11

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
<p>Performance in the Social Care indicator for Children's Services that measures the % of young people formerly looked after with who the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19 has declined to 91.2% in 2014/15 when compared to 91.5% in 2013/14. A small number of young people are in temporary accommodation because they have exhausted all other accommodation options due to their behaviour. There are also a small number of young people who are living in temporary arrangements that they have put in place themselves rather than take up the offer of more suitable accommodation provided by the LA. In all instances where a young person is in accommodation that is deemed unsuitable, their Personal Advisers are working with them to resolve this situation. A new accommodation project has been initiated as part of the Organisational Development Programme and this will significantly improve accommodation offers for this group.</p>							
SCC/033f	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	53.2%	55.0%	56.1%	Met target	Improved	14
<p>Performance in the Social Care indicator for Children's Services that measures the % of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19 has improved to 56.1% in 2014/15 when compared to 53.2% in 2013/14. The Council Traineeship Scheme for Looked After Children was launched on 25th April 2014 and has started to have a positive impact on this indicator.</p>							
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	216	180	191	Met target	Declined	21
<p>Performance in the Social Care indicator for Children's Services that measures the average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting has declined to 191 in 2014/15 when compared to 216 in 2013/14. The refreshed LAC Strategy is due for finalisation during the summer and incorporates key work streams to improve educational attainment of LAC.</p>							
SCC/041 a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	63.2%	90.0%	60.5%	Didn't meet target	Declined	22
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	79.2%	90.0%	70.8%	Didn't meet target	Declined	22
<p>Performance in the Social Care indicator for Children's Services that measures the % of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable has declined to 70.8% in 2014/15 when compared to 79.2% in 2013/14. This performance indicator is aggregated from three separate performance indicators, i.e. Looked After Children, Children on the Child Protection Register and Children in Need. The primary issue has been with Children in Need reviews.</p>							
STS/005 b	The percentage of highways and relevant land inspected of high or acceptable standard of cleanliness	93.8%	90.0%	86.8%	Didn't meet target	Declined	22

Reference	Success Indicators	13/14 Outturn	14/15 Target	14/15 Outturn	Target Met?	Trend	Cardiff's Rank
STS/ 006	Percentage of reported fly tipping incidents cleared within 5 working days	92.6%	90.0%	82.51%	Didn't meet target	Declined	21
Performance in the Leisure and Culture indicator that measures the number of visits to Public Libraries during the year, per 1,000 population has improved to 8376 in 2014/15 when compared to 8326 in 2013/14, performance remains well above the Welsh Average of 5526.							
THS/007	The percentage of adults aged 60+ who hold a concessionary bus pass	95.3%	94.0%	100.0%	Met target	Improved	1
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	6.9%	7.0%	6.8%	Met target	Improved	7
Performance in the Environment and Transport indicator that measures the % of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition has improved to 6.8% in 2014/15 when compared to 6.9% in 2013/14 and performance remains well above the Welsh Average of 11.9%.							
WMT/004 b	The percentage of municipal waste collected by local authorities sent to landfill	46.85%	48.0%	32.57%	Met target	Improved	13
WMT/009 b	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled including source segregated bio wastes that are composted or treated biologically in another way	49.67%	52.00%	53.38%	Met target	Improved	17
Performance in the Environment and Transport indicator that measures the % of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way has improved to 53.38% in 2014/15 when compared to 49.67% in 2013/14, however, performance remains below the Welsh Average of 56.23%.							



My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 14 September 2015



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Councillor Graham Hinchey,  
Cabinet Member, Corporate Service & Performance,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor Hinchey,

**Policy Review & Performance Scrutiny Committee: 8 September 2015  
Statutory Annual Improvement Report 2014-15**

On behalf of the Policy Review & Performance Scrutiny Committee my sincere thanks for facilitating consideration of the Council's Statutory Improvement Plan 2014-15 on 8 September 2015. The Members have reflected on the scrutiny and wish to pass on the comments and observations set out below. The Committee found the Chief Executive's clear overview of Corporate Performance useful context in relation to scrutiny of both the Statutory Improvement Report and Quarter 1 Performance 2015/16, on which I have written to you separately.

Overall the Committee agrees with the Chief Executive that the Council's comparative position is not good. The Members consider that, notwithstanding Cardiff's city issues, the performance picture of Cardiff compared with urban authorities such as Newport and RCT is unattractive for City Councillors. The Committee acknowledges good progress on many indicators and they accept that when social services indicators are removed then 70% of the Councils performance indicators have improved. They also note that, when focussing in on Performance Indicators, such as '*my local authority is good at letting people know how it is performing*' several authorities score similarly to Cardiff. However, in light of the WAO comments the Committee considers it worrying that 66% of missed targets relate to Children's Services, and are particularly concerned to hear that in just 4 key indicators for this service the Council has improved its standing.

Members were therefore pleased that the Chief Executive is confident in expecting better headlines next year, and that, as Cabinet Member for performance, you feel

the Council has come a long way in the last 2-3, years illustrated by the improved staff survey response. They accept that the annual media assessment of Local Authority performance is a crude mechanism and note there is some evidence of a possible move away from Performance Indicators by Welsh Government. The Committee notes your commitment to policy priorities however wishes to endorse the Chief Executive's view of the importance that Members understand the nuances of policy decisions and the impact those decisions might have on performance indicators.

The Members feel the Improvement Plan could better address the quality of Council services delivered as it is important to assess improvements in quality, and not simply tick a box against an action. More generally they question the validity of tick box questionnaires in terms of the quality of data that materialises, and in this respect they question the usefulness of the Cardiff Debate approach. They agree with the Chief Executive that further work is required as to what is important to our customers and have therefore programmed a customer themed scrutiny for their December meeting.

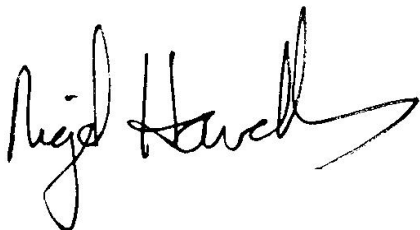
Finally, the Committee wishes to support the Chief Executive's aspiration for a review of the Key Performance Indicators and, whilst they do not consider the complexity of the City, the relevancy of performance information, or the conflicting nature of KPI's reasons for missing targets, Members consider the indicators could be improved with a greater emphasis on qualitative rather than quantitative measurement. The Committee wishes to contribute to the review by undertaking a piece of work that examines the KPI's in detail, and as such will programme further consideration on its work programme.

*To re-cap, the Committee will:*

- be looking for a notable improvement in Cardiff's comparative position in September 2016;
- programme a customer themed scrutiny for their December meeting;
- undertake a piece of work that examines the KPI's in detail, and as such will programme further consideration on its work programme;

Once again thank you for attending Committee. Please would you pass on our thanks to the Chief Executive and the senior team of officers who facilitated scrutiny of the Statutory Improvement Plan 2014-15.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee;  
Paul Orders, Chief Executive;  
Christine Salter, Corporate Director Resources;  
Vivienne Pearson, Improvement & Information Manager;  
Gareth Newell, Operational Manager, Business & Investment;  
Joanne Watkins, Cabinet Business Manager;  
Matt Swindell, Principal Administrative Officer.

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Dyddiad / Date: 22 September 2015

Councillor Nigel Howells  
Chair, Policy Review & Performance Scrutiny Committee  
Scrutiny Services  
Room 263  
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Annwyl / Dear Councillor Howells

**Policy Review & Performance Scrutiny Committee: 8 September 2015  
Statutory Annual Improvement Report 2014-15**

Thank you for your comments regarding the Statutory Annual Improvement Report and I am pleased that you found the Chief Executive's presentation helpful in setting out the context for the performance being reported in the Report.

In terms of the comparative performance within Childrens Services it is worth restating that during 2014/15 the Directorate focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children. Those selected for this focus are based on guidance agreed between the Association of Directors of Social Services (ADSS), the Care & Social Services Inspectorate, Wales (CSSIW) and the Welsh Local Government Association (WLGA) and sit outside of the NSI and PAM data sets.

I am able to advise that recent feedback provided by CSSIW's Regional Director has acknowledged that although there is a mixed picture in terms of overall improvement, performance indicators evidence a good direction of travel. The Inspectorate recognises that the realignment of operational responsibilities has brought about change and improvement in the delivery of services, balancing the

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pace of change against risk in the social care environment, particularly in relation to children.

I agree that performance against the PIs designated as NSIs and PAMs was less encouraging in 2014-15 and the Directorate's intention is to focus on these PIs when further improvement in relation to those agreed by the ADSS, CSSIW and WLGA is more secure. The stronger strategic focus that has characterised the Directorate's work in 2014/15 will provide a basis for improving performance against NSIs and PAMs.

I welcome your comments and your plans for a customer themed scrutiny for your December meeting and look forward to working with you to deliver an improved approach to understanding what is important to our customers.

I also look forward to your planned contributions to a review of the KPI's and would suggest that this work compliments the development of the next Corporate Plan. I will ask Vivienne Pearson, Operational Manager for Improvement and Information, and Gareth Newell, Operational Manager Cabinet Office, to liaise with Nicola Newton, Scrutiny Officer, to discuss how this can be best achieved.

Once again, thank you for your contributions in scrutinising and helping the Council to continue to improve performance management arrangements. I look forward to the outputs of the planned work around customers and KPI's.

Yn gywir,  
Yours sincerely,



**Councillor / Y Cynghorydd Graham Hinchey**  
**Cabinet Member for Corporate Services & Performance**  
**Aelod Cabinet dros Wasanaethau Corfforaethol a Perfformiad**

cc Members of the Policy Review & Performance Scrutiny Committee;  
Paul Orders, Chief Executive;  
Christine Salter, Corporate Director Resources;  
Vivienne Pearson, Improvement & Information Manager;  
Gareth Newell, Operational Manager, Business & Investment;  
Joanne Watkins, Cabinet Business Manager.

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**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**COUNCIL:**

**13 OCTOBER 2015**

**REPORT OF THE DIRECTOR OF GOVERNANCE AND LEGAL SERVICES**

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**MEMBER CHAMPIONS ANNUAL REPORTS**

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**Reason for the Report**

1. To receive annual reports from the Member Champion for Cycling and Sustainable Transport and the Member Champion for Community Food Growing, who were appointed into their role at Council 24 July 2014 and are still acting as Member Champions.
2. To receive an initial report from the Member Champion for Equalities and Diversity, who was appointed in September 2014 and completed part of a full year in role, and update Members on this Champion role.

**Background**

3. Member Champions are elected Members who, in addition to their other Council responsibilities, make sure that the issue or group that they are championing are taken into account when Council policy is being developed and decisions are made.
4. The Council has for some time allocated Member Champion roles to individual Council Members. Individual Cabinet Members will, due to their Portfolio responsibilities, often have a Champion role, as well as certain Committee Chairs - for example, the Chair of Democratic Services is the Member Development Champion for the Council. Occasionally a community or third sector organisation has sought the Council's support in allocating informal responsibility for an issue to a Council Member.
5. In 2014 the Expert Group on Diversity in Local Government in Wales chaired by Professor Laura McAllister published its report: "On Balance: Diversifying Democracy in Local Government in Wales", highlighted the importance of Member Diversity Champions with a particular role to encourage the training and development of Councillors. The report recommended that Member Diversity Champions in each Council should be encouraged to play an external role in encouraging greater participation, especially among women in local government. Since publication of the report three Members of the Council have supported the Project by mentoring Cardiff residents who are interested in taking up a career in politics.
6. In June 2014, the Council Leader invited expressions of interest from Councillors in taking up a role as Member Champion. Following consultation

with all Members, three areas were identified as appropriate for the initial establishment of Member Champions, and were confirmed at Full Council on 24 July 2014. These were the Member Champions for Diversity and Equality (allocated to Councillor Cecelia Love in September 2014); Community Food Growing (allocated to Councillor Gareth Holden in July 2014); and Cycling and Sustainable Transport (allocated to Councillor Iona Gordon in July 2014).

7. For the initial year of operation, each Champion was asked to focus on their specific area of interest, and make the Council aware of good practice; ask questions about performance and resourcing for the area; engage with relevant external bodies and community groups with an interest / stake in the area; and engage internally with, and complement the work of, the Cabinet Member, the Scrutiny function and lead officers in relation to the role.
8. It was agreed that the Champions would have no decision making powers or the power to commit the Council to any course of action or the deployment of Council resources. They would not attract a Special Responsibility Allowance. They would report annually to Full Council on their work.

## Issues

9. During the past year the Member Champions have been carrying out their respective roles. Councillors Iona Gordon and Gareth Holden, who still retain their Champion roles, have summarised their first year in post at **Appendices A and B**, indicating their key successes and suggestions for the initiative moving forward. The report from Councillor Holden also includes a letter from Councillor Rod McKerlich on behalf of Members of the Council's Economy & Culture Scrutiny Committee, thanking Councillor Holden for his championship of this agenda. It is evident that both Members have carried out their work with determination and skill.
10. Former Councillor Cecelia Love commenced her Member Champion role for Diversity and Equality, attending meetings of the Diversity in Democracy Project and engaging with Council staff. Her initial Report is set out at **Appendix C**. On her resignation from the post, Councillor Ali Ahmed was appointed at Full Council in June 2015, and is actively progressing the role.
11. The reports of Councillors Holden and Gordon identify some learning points for the Council to further develop the Champion role and optimise the success both of the overall initiative and the work of individual Champions.
12. It is proposed that the Council approve the continuation of these Champion Roles and that the Member Champions be invited to provide further Annual Reports to Full Council each year.
13. In August 2015, the Welsh Local Government Association published its Framework for Member Role Descriptions and Person Specifications. Amongst the roles described in this document was that of Member Champion, which is attached as **Appendix D**. It sets out the role both within the Council and in the community, and also identifies a number of competencies with a person



specification to support Members in fulfilling their role. It is proposed that this Council formally adopt the role description for Member Champion to further guide our practice in this area.

### **Legal Implications**

14. All the relevant legal provisions are set out in the body of the report.

### **Financial Implications**

15. All the relevant financial provisions are set out in the body of the report. There are no financial implications arising from this report.

### **RECOMMENDATIONS**

Council is recommended to:

- (1) acknowledge the good work undertaken by Member Champions set out in **Appendices A, B and C**, thank the Champions themselves and the officers and communities who have supported their work;
- (2) agree to continue the Member Champion Initiative with these three roles;
- (3) adopt the WLGA's role description and Person Specification for Member Champions set out at **Appendix D**;
- (4) agree to receive further annual reports from Member Champions;
- (5) propose further areas suitable for a Member Champion to be appointed.

**MARIE ROSENTHAL**  
**Director of Governance & Legal Services**  
**15 October 2015**

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### Member Champion: Cycling and Sustainable Transport

#### Annual Report 2014/ 2015

##### Keeping the issues at the forefront of Council business:

I chair the Cardiff Liaison Cycle Group, which has representatives from about 16 agencies, charities, social enterprises and Council officers with cycling as their main focus. This year I started meeting the Director of the Environment and the Cabinet Member for Planning, Highways and Transport after the Liaison Group meeting to feed back issues discussed.

Through this we have lobbied for cycling and sustainable transport to be taken into account, particularly over the development of Central Square and the new city centre Transport Hub focussing on the Central Railway Station. I have met with the Director and senior officers in Transport and City Centre Development.

I raise the profile of cycling and sustainable transport by writing letters to the South Wales Echo, via Twitter & email contacts e.g. highlighting National Bike Week 2015 and helping engage Councillors in the annual Commute Challenge. Cycling rates in Cardiff are steadily increasing and the Council transportation team and the Cardiff Cycling Campaign have statistics to verify this.

I have started to circulate minutes of the Cycle Liaison Group more widely to other Council departments who may find the information and links of interest e.g. officers in the youth service, parks service and strategic and neighbourhood planning teams.

I also attend the Cardiff Access Forum facilitated by the Equalities Team and ensure that the cycling interest is taken into account. Many cities are now planning new developments with segregated cycling routes with a policy move away from shared pedestrian / cycling areas. This is welcomed by people with disabilities, particularly those with sight loss.

Through the Cycle Liaison Group I have maintained and developed engagement with interest and lobby groups with an interest / stake in the areas covered and the external bodies that work in this area. A big development this year has been the formation of the Cardiff Cycling City initiative. The group is a loose collective of people who cycle and informal monthly meetings are convened at a central location.

Outside speakers have been invited to Cardiff to make the Authority and cyclists in Cardiff aware of good practice in other cities in Britain and on the Continent. Through well attended drop-by sessions and interactive workshops the Cardiff Cycle City initiative has come up with a 'cycling manifesto' for Cardiff to which over 800 people who cycle have contributed. I have attended all the sessions and ensure that relevant Council officers are aware of the developments.

I am engaged with the inter-city initiative Bicycle Account group, and maintain contact with the Cardiff Cycling Campaign whose members are generally well informed on infrastructure matters.

I respond to relevant Council consultations, such as Cycling in Parks.

**Work in progress:**

- Living Streets: I made contact with this pedestrian focussed charity setting up in Cardiff to provide a voice for people who walk as their main means of getting around.
- I need to develop links with bus user groups, this is in the early stages.
- I attend the Health and Well Being team of the South West Neighbourhood Partnership team to encourage their promotion of active travel.
- I am disseminating the link to the Active Travel Plan – walking and cycling routes consultation, and hope there will be a good response from people who cycle and walk regularly.

**Councillor / Cynghorydd Iona Gordon**  
July 2015

### Member Champion: Community Food Growing

#### Annual Report 2014/2015

I believe that my year as a Member Champion has been an excellent demonstration of the Council working co-operatively.

Throughout the year I have worked with Council officers and members of the public along with other politicians, private enterprise and charities. I have very much seen my role as one of “information conduit”, allowing the passage of information and best practice both into and out of the Council. To that end I have met with all but three of the allotment sites in Cardiff and a good handful of the most active community gardens. Here is what I have learnt:-

1. That much of the work of Council officers in supporting community gardens goes unrecognised in the public domain and even within the Council itself.
2. That the work expected of the Allotment Officer is much more than one person can do.
3. Community gardens flourish more where the density of population is highest and almost always exist because of the immense enthusiasm of a single person/group.
4. Allotment sites and community gardens rarely speak with each other or share best practice.
5. The standard of allotment sites in terms of infrastructure, services and cultivation quality is generally poor across Cardiff.
6. That the best allotment sites in Cardiff are the ones which are locally managed and which have very active and enthusiastic committees.
7. That on commencement of my role the relations between site secretaries of allotments and Council officers were at a very low point, and occasionally close to hostile.
8. Other authorities across Wales and the UK give more autonomy to allotment sites than we currently do in Cardiff, and this autonomy would be welcomed by allotment sites.

Throughout the year as Member Champion I have been helped by numerous people but especially by the officers in the Parks Service, specifically Jon Maidment, Rosie James, Ian Prothero and Celia Hart. The staff have embraced me as a positive force for change despite what I perceived was an initial hesitation at how to take my boundless enthusiasm. I cannot overstate just how grateful I am to the Parks Service, without whom I would have achieved very little in my year as Champion. With the help of staff and allotment site secretaries I have taken on the role of Chairman of the site secretary quarterly meetings and successfully rebuilt bridges between the two parties. I have encouraged closer involvement of site secretaries with the Council's decision-making process.

This expanded involvement of site secretaries' views has delivered a new local management agreement which better reflects the relationship between the Council and allotment site, though I expect further improvements will be made to it in its interim year. This involvement by site secretaries has also delivered a new way of

inspecting plots which should streamline the process of releasing further land for cultivation across the city.

During the year I had the ambition to foster closer ties between allotment sites and community gardens so that knowledge, innovation and passion for growing may be shared across the city. Unfortunately I was unable to focus as much energy in this direction as I would have liked, and so going forward it will be a goal of mine to develop these ties. My vision is for a co-ordination of growing across the city, led by growers and spanning allotments, community gardens, businesses and private gardens.

Such co-ordination has a great potential to not only “greenify” the city further but potentially to link underused edible produce to those people who need it most. Work is already underway towards this, with some of our parkland and grass verges being left to grow wild. But I think we should go further. We should create opportunities for local communities to use underused public land locally for growing. Projects such as that at Grange Pavilion in the Grangetown Ward lead the way on this sort of project, as does the work of ACE in Ely Ward. Both have my continued support.

There is no doubt that gardening and growing your own is good for you, and the most valuable lesson I have learnt in this year as Champion is just how undervalued this activity is. Welsh Government has consulted on growing and (hopefully) intends to bring in to law changes to make it easier for communities and councils to release land for growing. Here in Cardiff we are already releasing excess land to communities for growing, and we should explore this further. It is my belief that we should give more autonomy to allotment sites over their own running and back this up with adequate resources. Lessons must be learned from past experiences in this area, but that should not impede the authority from moving forward with planned devolution of powers to allotment sites.

In this report I hope I have been able to demonstrate the potential of Member Champions for this organisation. The City of Cardiff Council should recognise the importance of Member Champions, and when resources allow it should direct further efforts to the role. Scrutiny services have a role to play in conducting research to support Member Champions, and this could work alongside the role played by scrutiny committees.

Were it not for the officers in Parks I could not have achieved half of what I did this year. I believe this is a powerful example of a service that is willing to explore new ways of working, and one which can be scrutinised as to why its role in supporting Member Champions was so effective. I would not presume to know all of the reasons but I can pick out in particular a few keys points:-

1. The Operational Manager heading up the service was very happy to speak with me on the phone at all times. He kept me briefed on developments in the service, and invited me to meetings pertinent to my role.
2. Officers were welcoming and where possible accommodated my requests for information which I needed for my role.
3. Officers quickly accepted my role and (I believe) began to see me as part of the team.

To close, it would be remiss of me to not mention my heartfelt gratitude to the members of Cardiff Allotment Holders Association (CAHA) who have supported me

in my role. They have had immense patience in working with the slow wheels of local government, and have done so in good spirits. Without volunteers our allotments simply would not function and we ignore their efforts at our peril.

Diolch

**Councillor/Cynghorydd Gareth Holden  
(July 2015)**

Fy Nghyf / My Ref: NRS/RM/GH/09.07.15

Dyddiad / Date: 15 July 2015

Councillor Gareth Holden  
City of Cardiff Council  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW



Dear Councillor Holden

## **ECONOMY AND CULTURE SCRUTINY COMMITTEE – 9 JULY 2015**

### **Allotment Strategy Interim Review**

Following the Economy & Culture Scrutiny Committee's consideration of the Allotment Strategy Interim Review, I would like to thank you for attending the meeting and answering the Committee's questions alongside the Cabinet Member and officers.

We wish to congratulate you on the work you have undertaken to improve allotments in Cardiff, acting as a facilitator between the Council and allotment tenants, and helping to break down barriers that have historically existed between these parties. During the meeting the Chairman of Cardiff Allotment Holders' Association commented that allotment holders now feel involved and engaged in the running and future plans for allotments, and we recognise this is very much down to the energy and enthusiasm you have dedicated in your role as Member Champion for Community Food Growing.

We hope that this partnership approach and the delivery of the actions set out in the Allotment Strategy Interim Plan 2014-2017 Action Plan will help develop a well managed, sustainable and accessible allotment service for Cardiff

Regards,

A handwritten signature in black ink, appearing to read 'Rod McKerlich', with a horizontal line underneath.

**Councillor Rod McKerlich**  
**Chairperson, Economy and Culture Scrutiny Committee**



### Member Champion for Equality and Diversity

#### Annual Report 2014 / 2015

*(Councillor Love held the role of Member champion for Equality and Diversity for part of the year. The role is being taken on by Cllr Ali Ahmed, who is involved with the Welsh Government sponsored Diversifying in Democracy project – a springboard to bring about significant change in the diversity of people putting themselves forward for election at the next local elections, both at county and community level).*

As Member Champion for Equality & Diversity I sought to work closely with the Council's equality and diversity officers to ensure that despite the very challenging times that we are facing as an organisation, issues such as disability, gender, ethnicity and economic and social inequalities are social considerations that are not forgotten by Cabinet Members in decision making processes.

My aim as Member Champion was to focus on three main issues over the year:

- Firstly to continue advocating the importance of our workforce to reflect the population that it serves at all levels of the organisation. This involve ensuring that we have flexible working practices that enable people to manage their work/life balance and still feel equally valued for their work.
- The second area of focus was to continue working towards increasing the levels of participation in local democracy so that the citizens we serve are not institutionally approached as passive recipients of Council services, but rather are seen as active contributors to the work of the Council at all levels.
- Initiatives such as engaging young people in scrutiny committees, implementation of the Cardiff Debate and creating co-produced community events or services in highly diverse areas of our City have all contributed to increasing levels of engagement with the work of the Council.
- The final area of focus is working towards increasing the diversity of representation in the community of local Councillors. I am working with the Welsh Local Government Association and Welsh Government equality group that involves Member Champions from across the whole of Wales to promote the work of local government. The Project aims to encourage people from all walks of life to consider standing as local representatives and will

actively put mechanisms in place to enable this to happen. I believe that having a diversity of life experience in our local representatives is a crucial component of a healthy democratic system, and I aim as Member Champion to work with others to sustain this democratic principle.

**Former Councillor/ Cyn Cyngorydd Cecelia Love**  
**July 2015**

## **Member Champion Purpose and Role**

### **What are Member Champions?**

Member Champions exist to provide a voice for traditionally underrepresented groups, or issues which need to be kept at the forefront of council business although they may not be the responsibility of any individual or committee.

Member Champions, (sometimes called lead members) are elected members who in addition to their other council responsibilities make sure that the issue or group that they are championing are taken into account when council policy is being developed and decisions are made. Members act as champions in areas such as children, homelessness, equalities, older people, young people, scrutiny, member support and development, health improvement and anti poverty. There is a statutory role for a lead member of children's and young people's services with a responsibility for over-seeing the arrangements made under sections 25 and 26 of the 2004 Children Act.

Guidance on undertaking the role with regard to the subject knowledge that members need is sometimes available from the outside bodies associated with the issue being championed for example the toolkit for older peoples' champions from the LGA. Otherwise they will be reliant on their authority for guidance in the subject they lead on and also their role as lead member in this area.

### **What do they do?**

Typically, the lead member will:

- Make sure that their area of interest is taken into account when developing policy or making decisions
- Ask questions about performance and resourcing for the area
- Raise the profile of the area and make the authority aware of good practice.
- Engage with external bodies who work in the area
- Engage with other officers and members in relation to the role.
- Engage with community groups with an interest/stake in the area
- Report action to the council

### **How does their role fit within the corporate structure?**

This will vary according to the area/issue that is being championed and how the authority functions. There is potential for confusion and overlap between the role of the member champion and those of the relevant executive member or overview and scrutiny members. The champion role itself could be undertaken by either the relevant executive member or a non executive member.

It is therefore important that members and officers work together to agree roles and action for the area being championed and that there are mechanisms for lead members to report on their activities. It is helpful for the authority to draft a protocol which sets out what powers champions have and do not have, such as whether or not they are able to make decisions on behalf of the authority. Similarly, the appointment

of champions varies between authorities, and includes appointments being made by full council meetings or by the leader.

### **The Role Description**

It is difficult to create a role description that fits with the different roles expected of champions and how they operate in the different authorities' structures. The following is a generic model which will require local adaptation, particularly to reflect the difference that may exist between a statutory role, one undertaken by an executive member and a non executive lead.

## **Member Champion Role Description**

### **1. Accountabilities**

To Full Council

### **2. Role Purpose and Activities**

#### **Within the Council**

- To promote the interest being championed within the Council's corporate and service priorities
- To promote the needs of the client group represented in the interest to the decision makers within the council
- To work with the decision makers in the Council to establish strategies/policies/work plans connected with the interest
- To maintain an awareness of all matters connected with the interest
- To contribute to good practice and the continuous improvement of services and functions related to the interest
- To engage with members in matters related to the interest such as attending Overview and Scrutiny/Cabinet /Full Council meetings etc.
- Raising awareness of and taking a lead role in the development of all members and officers in relation to the interest

#### **In the Community**

- To raise the profile of the interest in the community
- To engage with citizens and community groups in matters related to the interest
- To lead and support local initiatives related to the interest

### **3. Values**

- To be committed to the values of the Council and the following values in public office:
  - Openness and transparency
  - Honesty and integrity
  - Tolerance and respect
  - Equality and fairness
  - Appreciation of cultural difference
  - Sustainability
  - Inclusive leadership

## **Member Champion Person Specification**

### **Within the Council**

- Understanding of the area of interest being championed in terms of council strategies and policy, good practice, improvement and national agendas and the needs of the client group
- Ability to engage with a range of members and officers around the area of interest and listening to requirements
- Ability to advocate on behalf of the area of interest within the council

### **In the Community**

- Understanding of the needs of the community in relation to the interest
- Ability to engage with citizens and community groups in matters related to the interest.
- Ability to lead and support local initiatives related to the interest.
- Ability to represent the position of the council to the community in relation to the interest.

**CITY OF CARDIFF COUNCIL**  
***CYNGOR DINAS CAERDYDD***

**Item 10 – LEADER & CABINET MEMBER STATEMENTS**

1. Leader Statement (Economic Development & Partnerships);
2. Health, Housing and Wellbeing Statement
3. Corporate Services and Performance Statement
4. Environment Statement
5. Deputy Leader Statement, (Early Years, Children and Families)

**COUNCIL: 22 OCTOBER 2015**

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**STATEMENT OF THE LEADER**

**AGENDA ITEM: 10**

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**MIPIM UK**

Representatives from Cardiff, along with our 350 square ft. model of the city, were present at this year's MIPIM UK – the UK's biggest property trade show. It was an opportunity to showcase the benefits of investing in Cardiff and engage in positive discussions with key figures from across the property sector. One of the City Council's four priorities is to create more and better paid jobs and attendance at MIPIM UK helps ensure that Cardiff- as a well networked and outward facing city- has the profile it needs to attract high quality inward investment. This is important for delivering a portfolio of high quality properties as well as attracting blue chip employers. The Cardiff stand also hosted investors, developers and construction companies from China, part of President Xi's delegation to the UK, which provided an opportunity to build on our existing relationship with our twin city of Xiamen.

**City Lab**

Earlier this week I attended CityLab 2015 in London, hosted by Bloomberg Philanthropies, The Aspen Institute and The Atlantic magazine. This is in recognition of the City Council's work to promote Cardiff as a world class capital city.

The event brought together city leaders and international experts to discuss the major challenges facing cities, learn about different approaches to responding to growth and city development, and to connect with a variety of individuals and organisations. It was an important opportunity to promote some of the excellent work happening in Cardiff, whilst learning from the experiences of others.

Amongst the speakers presenting at CityLab was Cardiff University's Professor John Shepherd. Professor Shepherd discussed the innovative application of data to develop public policy which delivers improved outcomes for citizens whilst also ensuring the more efficient allocation of public resources. The Cardiff Model for Violence Prevention, for instance, uses information gathered in A&E departments together with data provided by public service providers to drive violence prevention activity. Research has shown that the implementation of the data sharing approach in Cardiff led to savings in the city's health, social and criminal justice costs. The Council's Research Team have been instrumental in the analysis of the data which has been hailed as best practice both nationally and internationally.



## **Rugby World Cup**

Cardiff has hosted its final games of the 2015 Rugby World Cup and I would like to thank officers, residents and the people who visited the city from around the World for making it such a special couple of weeks.

With Cardiff Castle's "Ball in the Wall" being one of the most prominently featured promotional activities it ensured that the City enjoyed global exposure and excellent publicity. Over 534,000 tickets were sold for the Millennium Stadium for the Rugby World Cup and our official fanzone at the Arms Park has been the most well attended of any at the tournament, having welcomed over 150,000 visitors. There is little doubt that hosting the games has brought a significant amount of money into the city. City attractions, including Cardiff Castle, saw a substantial increase in visitor numbers with 10,000 more people visiting compared with the same period last year. Whilst our World Cup is now over, I think we can be proud of once again demonstrating our ability to host major events on the world stage. I hope our many visitors will be back to enjoy the city in the future.

## **Local Development Plan**

For the avoidance of any doubt, this administration fully supports the retention of the proposed Green Belt within Cardiff's Local Development Plan (LDP). Not only did this administration include the Green Belt proposal in the Plan, but it has consistently and robustly defended the designation throughout the LDP examination process.

The Council has provided a clear response to the Welsh Government Inspector, which is now seeking views on the merits, or otherwise, of a Green Wedge as opposed to a Green Belt. The Council has also re-affirmed its written and verbal evidence submitted to the examination process regarding this matter. Our evidence confirmed that the Council considers the Green Belt designation fully accords with Welsh Government guidance, as set out in Planning Policy Wales, and is not an issue which renders the Plan unsound. The Council therefore respectfully requested that the Inspectors take full account of the evidence submitted by the Council when deliberating on the retention, or otherwise, of the Green Belt within the Plan.

The Matters Arising Schedule relating to the LDP is now subject to a 6 week consultation, closing on 26<sup>th</sup> November. The Green Belt/Green Wedge will therefore be one of the topics for consultation, and the consultation documents makes clear that it is an Inspector-led request.

**Councillor Phil Bale**  
**Leader of City of Cardiff Council**  
21 October 2015

**COUNCIL: 22 OCTOBER 2015**

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**HEALTH, HOUSING & WELLBEING STATEMENT**

**AGENDA ITEM: 10**

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**Update on position: Refugees**

Further progress has been made in preparing all required service inputs required for the smooth implementation of the Syrian Vulnerable Persons relocation scheme and the Afghan Resettlement scheme. The multi-agency regional Leadership Group met on 12<sup>th</sup> October and agreed the establishment of a housing-focussed task group to identify suitable properties in the private rented sector linked to consideration of appropriate support and education services. This will inform detailed discussions with the Home Office with the objective of providing sustainable placements as quickly as possible, supported by a process that will be fit for purpose over the period to 2020.

**Alarm Receiving Centre Visit**

On 22<sup>nd</sup> September I visited the new Alarm Receiving Centre at Willcox House and was really impressed with what I saw. I would urge all colleagues to visit if you haven't already! This is a prime example of how the council can utilise the latest technology not only to save money, but also to open up income opportunities and I am very excited at the potential. Additionally, I met our very capable Telecare team who offer a vital service to our elderly and vulnerable citizens 24 hours a day 7 days per week.

**Delayed Transfers of Care**

A new Leadership Group has been established to oversee the partnership approach to reducing delayed transfers of care which I have found invaluable.

Timely transfer and discharge arrangements are important as delays lead to poor patient experience and increased operational pressures on the whole care system.

A comprehensive joint action plan has been put in place. Officers are working diligently with Health and the Vale of Glamorgan colleagues to ensure there is a responsive service in place.

We have used the Intermediate Care Fund (ICF) to further enhance our Community Resource Team and the team is moving to 7 day working in preparation for the winter.

We are working hard to create more domiciliary care and nursing bed capacity but this still remains a challenge. We plan to host a provider event with Business Wales to facilitate a discussion and help stimulate the market place.

### **Housing Partnership Programme Update**

The procurement process for the Housing Partnership Project has now entered its final phase. This exciting project will deliver 1,500 energy efficient homes across Cardiff, 40% of which will be affordable.

### **Wales Audit Office Report on Supporting the Independence of Older People**

The recently released Wales Audit Office Report '*Support the Independence of Older People*' focuses on some key areas that can help to address the growing demands placed on local authorities, including the value of other services in sustaining the independence of older people; how the wider preventative services can help to prevent demand, and how we use data to support evidenced-based decision-making.

There is great pace of change within Adult Social Services in Cardiff and these changes are strongly aligned to the work in this paper, namely a new *Target Operating Model* and the *One Point of Contact* into the service. Additionally, future budgets will be built on a strong understanding of the potential consequences to people in Cardiff, supported by a robust performance management framework.

**Councillor Susan Elsmore**  
**Cabinet Member for Health, Housing & Wellbeing**  
**21 October 2015**

**COUNCIL: 22 OCTOBER 2015**

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**CORPORATE SERVICES & PERFORMANCE STATEMENT**

**AGENDA ITEM: 10**

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**Employee Assistance Programme**

This administration places a strong emphasis on the health and well-being of all staff. We recognise our workforce as our most valuable asset, responsible for delivering valuable services across the city and its communities every day. We will therefore be launching an Employee Assistance Programme in November.

The Programme will provide all staff, including school staff, with access to a confidential telephone counselling and advice service. The service, which will include direct access to a wide range of professional advisors, will be available free of charge and accessible twenty four hours a day, seven-days a week. The Employee Assistance Programme has been secured through the all Wales National Procurement Framework, and will be delivered by Care First. Care First are an experienced provider with a proven track record of improving staff well-being, performance and attendance through active partnerships with Managers, Human Resources and Occupational Health professionals. This will complement, not replace, existing services such as the Employee Counselling Service.

**Customer Relationship Management**

Our Corporate Plan makes clear that the Council needs to change the way it delivers many services to ensure their long term sustainability. Internally, a 'One Council' approach is enabling more joined-up working between departments and is making services easier for residents to access. A key part of this approach involves the adoption of a new Customer Relationship Management (CRM) model that will improve customer services and drive down costs, with a focus on increased use of digital channels where appropriate. The technical sign off for phase 1 of the CRM will be completed this month, with Connect 2 Cardiff (C2C) being the first service area to adopt the approach.

**Collaboration in the Management of Health and Safety**

A service level agreement is currently being developed with Caerphilly Council for the management of the Health and Safety Advisory Service within the Council. The Agreement will result in financial savings for the Council, whilst offering further potential benefits in the management of health and safety services. This is another example of the City of Cardiff Council collaborating effectively with regional partners to drive down costs and improve the quality of services. The proposals have been fully consulted upon and are supported by

the Trade Unions. The Health and Safety Team will remain within the employment of Cardiff Council.

### **Budget Settlement Timetable**

Normally Local Authorities in Wales receive their Provisional Budget Settlement in October, followed by a Final Settlement in early December. This will change this year with the expected timescales for the Local Government Budget Settlement indicating that the Welsh Government will publish its Draft Budget on the 8 of December, with the provisional Local Government Settlement for 2016/17 announced on 9 December. The Final Settlement is then expected to be published by Welsh Government on the 2 March with approval of the Local Government Finance Report on 9 March.

The Council must, under the statutory requirements of the Local Government Finance Act 1992, set a balanced budget by 11 March. As a consequence, not only will the confirmation of the Council's funding for next year be extremely late, it's also likely to cover only one financial year. The timescales are therefore challenging, and are likely to place significant pressure on the Council's Budget Setting Process.

### **Members 'paper lite' project update**

Three new Dell tablets are now built and ready to be trialled as potential replacements for the existing Members tablets. Amongst the issues addressed with the new model are hardware reliability, speed of power on, password synchronisation issues and connecting to networks more seamlessly. The short pilot will be assessed against these 'success factors' with the aim of making a decision on potentially replacing all tablets if successful.

### **New Eastern High school**

ICT is working with the LEA, the Head teacher of Eastern High and Cardiff & Vale College to decide how the ICT systems for the new Eastern High school will operate and best support the learning outcomes of the pupils. The new school will be run by the LEA for years 7-11 and the sixth form will be run in partnership with Cardiff & Vale College.

Two additional secondary schools who have contracted their ICT services out to third parties have asked ICT to review their existing systems and infrastructure and to suggest an action plan to implement improvements.

### **Online Parking Permits**

Working together with our external providers – Chipside - the Council's new online parking permit system was launched this month. It allows the public to access and apply for parking permits on-line without the need for paper and postage, delivering a more convenient and cost effective service.

**Councillor Graham Hinchey**  
**Cabinet Member (Corporate Services & Performance)**

21 October 2015

**COUNCIL:**

**22 OCTOBER 2015**

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**ENVIRONMENT STATEMENT**

**AGENDA ITEM: 10**

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**Partnerships**

I am pleased to highlight an emerging project within the City Operations Directorate, centred on a partnership between the Council, Cardiff Metropolitan University and the University of South Wales. The project which has come about through the Volunteer Development Partnership Group formed earlier in the year is aimed at providing students studying at both establishments with work experience opportunities across a range of disciplines that include Civil & Environmental Engineering, Landscape Design and Management, Public Services/ Business Administration and Wildlife & Conservation Management. It is anticipated that a programme of opportunities which will provide benefits to those studying in specific fields, with potential benefits to the Council in terms of project work will be in place next month.

**Organic Waste Treatment Centre**

The City of Cardiff and the Vale of Glamorgan Councils are pleased to announce the start of the construction of an Organic Waste Treatment Centre. Construction has followed on from the planning and design process which included public consultation on the proposals in the local area. The ground breaking ceremony took place on the 6 October 2015 at its Tremorfa site where the new Anaerobic Digestion (AD) facility will be housed. An Open Windrow Composting (OWC) facility will be located at Lamby Way, with construction there to commence in Spring 2016.

Cardiff and Vale Councils are working together with Kelda, Dŵr Cymru Welsh Water, EnCon Construction and Anaergia to develop some of the latest technology that will not only treat and recycle the organic waste but will also produce sustainable sources of energy and growing medium for arable farming. The site build will be completed in 2016 and will guarantee 97% of food delivered will be recycled. The green waste site build will be completed in 2016 and will guarantee the same 97% recycling rate.

The facility will allow Kelda to provide a high quality recycling service to the Councils and support the achievement of zero waste targets. This facility will also supply renewable energy to our partner, Welsh Water, for its Tremorfa site and sustainable fertiliser from both sites will be recycled to local agriculture, working to our group vision of "Taking responsibility for the water environment for good".

## **Cathays Chapel**

Cathays Chapel renovation crowd funding website set up on 19 September 2015 to raise around £39,000 to renovate the chapel. To date, over £25,700 has been raised.

## **Waste Changes**

I know the on-going recycling and waste changes have been a hot topic of debate over the last few months, as waste is always an emotive subject. I am pleased to be able to tell you as we reach the half way mark of the city wide changes the early data is showing promising results; comparing qtr 2 to last year's qtr 2 – green bag recycling tonnages are up 11% and food waste tonnages are up 15%. This is supported a 331% increase in green bag demand and a 120% increase in food liner demand.

So we can make recycling easier for residents, I have reintroduced the delivery sticker on the green bags. Now as residents come to the end of their green bag roll, they simply write on their address and a new roll will be delivered by the crews.

The public are adjusting well to the changes; we may have issued over 3500 warning notices, but less than 100 people have gone on to ignore the warning given. It is pleased to see the residents of Cardiff understanding and supporting the need to recycle more/”move out of the black and into the green”.

## **Cardiff Dogs Home: Good as gold!**

Congratulations to Cardiff Dogs Home has been presented with the RSPCA's Stray Dog Provision gold award at a ceremony at the Senedd. The award is part of the RSPCA's Community Animal Welfare Footprint scheme. City of Cardiff Council's Emergency Management Unit has received the Contingency planning bronze award at the same ceremony.

**Councillor Bob Derbyshire**  
**Cabinet Member for Environment**  
**21 October 2015**

**COUNCIL: 22 OCTOBER 2015**

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**EARLY YEARS, CHILDREN & FAMILIES STATEMENT**

**AGENDA ITEM: 10**

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I want to take this opportunity to update members on developments in Children's Services since my last statement to Council.

I am pleased to be able to say that further significant progress has been achieved supported by the Children's Service's Improvement Plan, the continued engagement of the Chief Executive, the ongoing involvement by the Director in the Challenge Forum and the work of the Organisational Development Programme.

**Operational Delivery**

The Director's close attention to operational safety and integrity over the last 2 years means that the service is in a much more stable and healthy condition. This is evidenced by

- sustained lower caseloads - down from 24.5 at 30.06.14 to 17.5 at 30.09.15
- stronger performance in key areas
  - Recording decisions on referrals  
77.6% in Q1 2014-15  
89.8% in Q1 2015-16  
94.1% in Q2 2015-16
  - Initial assessments  
34.6% in Q1 2014-15  
67.1% in Q1 2015-16  
91.7% in Q2 2015-16
  - Core assessments  
49.8% in Q1 2014-15  
71.2% in Q1 2015-16  
75.1% in Q2 2015-16
  - Initial CP conferences  
91.0% in Q1 2014-15  
96.4% in Q1 2015-16  
99.2% in Q2 2015-16
  - Care plans at start of BLA  
62.1% in Q1 2014-15  
67.0% in Q1 2015-16  
81.3% in Q2 2015-16



- Permanence plans
  - 80.4% in Q1 2014-15
  - 85.7% in Q1 2015-16
  - 96.6% in Q2 2015-16
  
- Looked after child reviews
  - 85.3% in Q1 2014-15
  - 93.2% in Q1 2015-16
  - 96.0% in Q2 2015-16
  
- Social work vacancies
  - 30.1% in Q1 2014-15
  - 23.5% in Q1 2015-16
  - 21.4% in Q2 2015-16
  
- a more stable recruitment and retention position with an increase in applications for social work posts from other authorities in the region and from agency staff. Agency staff are down from 55 in June 2014 to 30 in September 2015,

The Directorate recognises that there still remains much to do to improve performance further across a wider range of performance dimensions, particularly in terms of enhancing attainment by Looked after Children and in terms of strengthening the offer for disabled children.

This improvement work over the last year, consolidating the 2013-14 year, means that the service has been able to engage in key strategic developments and these include a sustainable and improving future for the service

### **Strategic Developments**

Prevention - the launch of the Early Help strategy led by the Cardiff Partnership Early Intervention and Prevention Steering Group. I addressed the launch which was attended by partner agencies pledging their commitment to working with children services to address. The strategy reflects a genuine partnership in which no one agency has primacy but in which all are committed to

- Reducing the number of children, young people and families requiring 'remedial' support or intervention.
- 'Narrowing the gap' so that children achieve their potential.

I was encouraged to see positive engagement from partner agencies at the launch of this strategy.

Refreshed Fostering Campaign - I know that Members will be particularly pleased to hear that a new fostering campaign was initiated in September with a focus to recruit more foster carers for children in Care. Our ambition is to bring those children back to Cardiff who had to be placed outside of Cardiff due to a lack of foster carers in Cardiff.

At the City of Cardiff Council we strive to keep children close to their families and communities wherever possible.

We need foster carers of every kind in Cardiff, but particularly:

- For teenagers,
- For disabled children and young people,
- For brothers and sisters – we keep families together if we can, and
- From black or ethnic minority groups or in a mixed ethnicity relationship.

Because of our foster carers, some of Cardiff's children face a brighter future and for this reason we are keen to recruit more carers.

I would encourage you all to have a look at our new fostering website and share it amongst your networks. The link to the website is <http://fostercarecardiff.co.uk/>

Organisational Development Programme - I would also want to highlight the accelerating agenda to remodel how we deliver children's social services. I will look forward to updating you on this and other developments such as the MASH and services for disabled children at the next cabinet.

I hope that this update on development reassures members that our improvement journey remains on course and continues to extend its reach.

**Councillor Sue Lent**

Deputy Leader & Cabinet Member (Early Years, Children & Families)

21 October 2015

## ORAL QUESTIONS

COUNCIL 22 OCTOBER 2015

1	<p><b><u>QUESTION TO COUNCILLOR GRAHAM HINCHEY (CORPORATE SERVICES &amp; PERFORMANCE PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR CARTER</u></b></p> <p>What steps will the cabinet take to ensure that budget savings are realistic when preparing the 2016/17 budget?</p>
2	<p><b><u>QUESTION TO COUNCILLOR RAMESH PATEL (TRANSPORT, PLANNING &amp; SUSTAINABILITY PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR HUDSON</u></b></p> <p>What specific projects does the council envisage spending the £1.67 million on from the bus lanes/traffic offences schemes as I understand it has to be spent on traffic improvement measures and highway improvements?</p>
3	<p><b><u>QUESTION TO LEADER OF THE COUNCIL (ECONOMIC DEVELOPMENT &amp; PARTNERSHIP)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR LOMAX</u></b></p> <p>What arrangements will be made to celebrate the Queens 90th birthday next June?</p>
4	<p><b><u>QUESTION TO COUNCILLOR SARAH MERRY (EDUCATION PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR BOYLE</u></b></p> <p>Children who are or were previously looked after by the Local Authority are given priority in terms of admission to reception class. However, no mention of LAC is made in the nursery admissions procedures? Is this not an anomaly and will the Council change the nursery admissions criteria to ensure LAC are given priority?</p>
5	<p><b><u>QUESTION TO LEADER OF THE COUNCIL (ECONOMIC DEVELOPMENT &amp; PARTNERSHIPS PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR GRAHAM</u></b></p> <p>Could council please be given an update on the proposed deal involving Celsa and Llanishen Reservoir? Specifically, what provisions have been made to promote the restoration of the area? Additionally, how does the council view the reservoir within the context of its strategic plan for North Cardiff?</p>

6	<p><b><u>QUESTION TO COUNCILLOR DAN DE'ATH (SKILLS, SAFETY &amp; ENGAGEMENT PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR WEAVER</u></b></p> <p>Could Council have an update on the effect of the 'To Let' board controls in Cathays and Plasnewydd?</p>
7	<p><b><u>QUESTION TO COUNCILLOR PETER BRADBURY (COMMUNITY DEVELOPMENT, CO-OPERATIVES &amp; SOCIAL ENTERPRISE PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR CHAUNDY</u></b></p> <p>In January last year a Cabinet paper on the sale of The Dome Community Centre in Pentwyn stated it would release money for reinvestment to existing services, namely the Leisure Centre and The Powerhouse. How much money from the sale of The Dome has been reinvested into local services and for what purposes?</p>
8	<p><b><u>QUESTION TO COUNCILLOR BOB DERBYSHIRE (ENVIRONMENT PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR JAYNE COWAN</u></b></p> <p>Will the Cabinet Member advise if the roll out of the new bin project is going according to plan?</p>
9	<p><b><u>QUESTION TO COUNCILLOR RAMESH PATEL (TRANSPORT, PLANNING &amp; SUSTAINABILITY PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR GORDON</u></b></p> <p>With the new National Express coach pick up point in Sophia Gardens - may I ask what arrangements are being made to improve the signage? At present there is a road safety risk as coaches, taxis, cyclists and pedestrians negotiate the approach road and entrance and exit from the car park.</p>
10	<p><b><u>QUESTION TO COUNTY COUNCILLOR MERRY (EDUCATION PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR SANDERS</u></b></p> <p>What is the current total of governors in Cardiff being remunerated for their appointment to Governing Bodies within the city, and for which schools?</p>

11	<p><b><u>QUESTION TO COUNCILLOR SARAH MERRY (EDUCATION PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR MARGARET JONES</u></b></p> <p>Please could you update me on the condition of the fire alarm at Cardiff High School? I understand that it has not worked efficiently for two years.</p>
12	<p><b><u>QUESTION TO COUNCILLOR BOB DERBYSHIRE (ENVIRONMENT PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR ROD McKERLICH</u></b></p> <p>The supplier of food bags has changed from Biobag to Vincotte; was this to achieve a lower price per bag? Please advise the technical specification for the bags provided by each supplier. If the specification does not include porosity, tensile strength, tearing resistance and g/m2 can you advise why this is not the case?</p>
13	<p><b><u>QUESTION TO COUNCILLOR BOB DERBYSHIRE (ENVIRONMENT PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR GORDON</u></b></p> <p>We understand from the briefing about changes in waste collection that you are intending to bring more areas from bags to black bin collection. How are you planning to consult about which streets to include, and will you ask for local councillors' views / advice about which streets to select?</p>
14	<p><b><u>QUESTION TO COUNCILLOR RAMESH PATEL (TRANSPORT, PLANNING &amp; SUSTAINABILITY PORTFOLIO)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR CARTER</u></b></p> <p>How many times in the last month have civil parking enforcement officers visited Pentwyn and Llanedeyrn in the last 12 months?</p>
15	<p><b><u>QUESTION TO LEADER OF THE COUNCIL (ECONOMIC DEVELOPMENT &amp; PARTNERSHIP)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR HILL-JOHN</u></b></p> <p>Considering the negative press which Cardiff has received regarding hotel charges during the Rugby World Cup, what discussions did you have in advance with hoteliers and the business community regarding this issue?</p>

16	<p><b><u>QUESTION TO COUNCILLOR JACKIE PARRY (CHAIR OF PUBLIC PROTECTION COMMITTEE)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR GORDON</u></b></p> <p>What is the reaction of the hackney cab drivers to the permanent closure of the taxi rank at the front of Central Station?</p>
17	<p><b><u>QUESTION TO COUNCILLOR JACKIE PARRY (CHAIR OF PUBLIC PROTECTION COMMITTEE)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR ALI</u></b></p> <p>How many complaints has the Cardiff Council received from the public about taxi drivers in Cardiff refusing short distance fares?</p>
18	<p><b><u>QUESTION TO LEADER OF THE COUNCIL (ECONOMIC DEVELOPMENT &amp; PARTNERSHIP)</u></b></p> <p><b><u>QUESTION FROM COUNTY COUNCILLOR ALI AHMED</u></b></p> <p>Cardiff's newest tourist attraction – the rugby ball on Cardiff Castle – has proved to be incredibly popular on social media. It has helped showcase this city to the world. What response has the council had to this initiative and what benefit has it had for our city during the Rugby World Cup?</p>

**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**COUNCIL:**

**22 OCTOBER 2015**

**REPORT OF DIRECTOR GOVERNANCE AND LEGAL SERVICES**

**APPOINTMENT OF LOCAL AUTHORITY GOVERNORS TO SCHOOL GOVERNING BODIES**

**Reason for this Report**

1. To appoint Local Authority School Governors.

**Background**

2. Section 19 of the Education Act 2002 creates the general ability for the Local Authority to appoint governors to the Governing Bodies of maintained schools, with further detail contained in the Government of Maintained Schools (Wales) Regulations 2005. When Local Authority school governor vacancies arise, either by appointees reaching the end of their term of office or resigning, it is the statutory duty of the Council to fill the vacancies as soon as possible.
3. The Local Authority Governors Panel to oversee this process has been constituted and held its first meeting on 17th September 2015.

**Issues**

4. The Local Authority Governors Panel met again on 15 October 2015 to consider appointments that had either been deferred at its meeting on 17 September; or referred back to the Panel by Council on 24 September 2015. In addition it considered new applications to current and future vacancies up to 28<sup>th</sup> January 2016. The recommendations of the Panel are contained in Appendix 1 to this report.

**Reasons for Recommendations**

5. To ensure that the Council fulfils its statutory functions in respect of the appointment of local authority governors for maintained schools.

**Legal Implications**

6. As noted in paragraph 2 of the report, the Council is required, pursuant to the Education Act 2002, section 19 and regulations made there under, to appoint local authority governors to the Governing Bodies of maintained schools, in accordance with those statutory provisions.

7. Appointments to outside bodies are a local choice function, which is reserved under the Council's Constitution to full Council. Accordingly, the appointment of local authority governors to Governing Bodies, as recommended in this report, requires the approval of full Council.

### **Financial Implications**

8. There are no financial implications arising from this report.

### **Recommendation**

That Council consider the recommendations of the Local Authority Governor Panel 15 October 2015 and approve the appointments of Local Authority Governors to the School Governing Bodies as set out in Appendix 1.

### **MARIE ROSENTHAL**

**Director Governance and Legal Services**

15 October 2015

*The following Appendix is attached:*

Appendix 1            List of Local Authority School Governor vacancies and recommendations for appointment by the Local Authority Governor Appointments Panel for the period 24 September 2015 to 28 January 2016.

*The following Background Documents have been taken into account: N/A*



## LA Governor Vacancies and Recommendations from LA Governor Appointment Panel – 24 July 2015 – 28 January 2016

- i. All appointments in the list are recommended by the LA Governor Appointments Panel and will have satisfied the required application process.
- ii. All terms of office unless otherwise stated are for 4 years.

### Existing LA Governor Vacancies

School	Ward	Start of Vacancy	Re-appointment requested	Applications received	Approved (Yes/No)
St Illtyd's Catholic High School	Rumney	26/07/2014		Mr Frank Holmes	Yes
The Glyn Derw Michaelston Federation	Caerau/Ely	26/09/2015		Mr Geoffrey Morgan	Yes
Albany Primary School	Plasnewydd	02/09/2015		Cllr Mary McGarry	Yes
All Saints C/W Primary School	Pentwyn	25/07/2015		Mr Stephen Hendrickson	Yes
Creigiau Primary School	Creigiau	08/07/2015			
Ely and Caerau Children's Centre	Ely	23/06/2015			
Glan Yr Afon Primary School	Llanrumney	26/09/2015			
Herbert Thompson Primary School	Ely	13/05/2015		Mrs Karin Phillips	Yes
Kitchener Primary School	Riverside	04/07/2015			
Oakfield Primary School	Trowbridge	04/03/2015			
Pencaerau Primary School	Caerau	23/09/2014			
Pentyrch Primary School	Pentyrch	08/12/2014		Miss Sarah Maunder	Yes
Pen-Y-Bryn Primary School	Llanrumney	12/10/2015			
Peter Lea Primary School	Fairwater	23/09/2015			
Pontprennau Primary School – 3 x vacancies	Pontprennau	01/10/2015 01/10/2015 01/10/2015		Prof Amanda Coffey Cllr Georgina Phillips Cllr Dianne Rees	Yes Yes Yes

School	Ward	Start of Vacancy	Re-appointment requested	Applications received	Approved (Yes/No)
Rhiwbeina Primary School	Rhiwbina	02/09/2015			
Rhydypenau Primary School	Cyncoed	28/09/2015		Mr David Saunders	Yes
St John Lloyd RC Primary School	Trowbridge	30/01/2013			
Thornhill Primary School	Llanishen	22/06/2015			
Tremorfa Nursery School	Splott	19/09/2014			
Windsor Clive Primary School	Ely	04/09/2015			
Ysgol Glan Morfa	Splott	29/01/2014			
Ysgol Gymraeg Coed-Y-Gof – 2 x vacancies	Fairwater	10/02/2014 03/09/2015			
Ysgol Gymraeg Melin Gruffydd – 3 x vacancies	Whitchurch	13/05/2015 18/06/2015 17/07/2015		Mrs Mari Vaughan-Owen	Yes
Ysgol Pencae	Llandaff	03/07/2015			
Ysgol Pen Y Pil	Trowbridge	11/09/2013			
The Court School	Llanishen	21/07/2015			

### Future LA Governor Vacancies

School	Ward	Start of Vacancy	Re-appointment Requested	Applications Received	Approved (Yes/No)
Fitzalan High School	Canton	27/01/2016			
Radyr Comprehensive School	Radyr	27/01/2016			
Ysgol Gyfun Gymraeg Glantaf	Llandaff	09/01/2016			
Adamsdown Primary School – 2 x vacancies	Adamsdown	22/10/2015 29/10/2015	Mr John Dixon	Cllr Ahmed Manzoor	Yes Yes
St Monica's C/W Primary School	Cathays	27/01/2016			
Stacey Primary School	Adamsdown	29/10/2015	Mr John Dixon		Yes

School	Ward	Start of Vacancy	Re-appointment Requested	Applications Received	Approved (Yes/No)
Ysgol Mynydd Bychan	Gabalfa	16/12/2015			
Ysgol Pencae	Llandaff	21/10/2015			
Ysgol Pwll Coch – 2 x vacancies	Canton	27/01/2016 27/01/2016			
Woodlands High School	Caerau	10/12/2015			

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**COUNCIL**

**22 OCTOBER 2015**

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**REPORT OF DIRECTOR GOVERNANCE AND LEGAL SERVICES**

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**APPONTMENTS TO COMMITTEE VACANCIES**

**Reason for this Report.**

1. To make appointments to Committees to fill current vacancies in accordance with Party Group nominations.

**Background**

2. The Council at its Annual Meeting on 21 May 2015 established its committees and allocated seats to party groups in line with the relevant provisions of the Local Government and Housing Act 1989 (Section 15) and the Local Government (Committees and Political Groups) Regulations 1990. Following a change in the Council's political composition, a revised proportional allocation of seats was agreed by Council on 23 July 2015.
3. The legislation requires the Council to allocate committee seats to political groups in proportion, as far as is reasonably practicable, to the size of those groups on the Council. Once the Council has determined the allocation of seats, it is obliged to make appointments so as to give effect to the wishes of the political group to which the seat has been allocated.
4. Legislation also requires the politically proportional allocation of scrutiny chairs for Councils comprised of several political groups (pursuant to Part 6 of The Local Government (Wales) Measure 2011). The proportional allocation of Scrutiny Committee Chairs was agreed with Political Groups, and approved by Council at its Annual meeting, and then revised at the Council meeting on 23 July 2015 (following the change in the Council's political composition). Once the Council has determined the allocation of Scrutiny Chairs to each political group, the appointment of Scrutiny Chairs is to be made by the relevant political group.

**Issues**

5. Appointments to Committees have been made in accordance with the agreed political balance arrangements and the wishes of political groups.
6. The following Committee vacancies are to be filled by Council on 22 October 2015, in accordance with nominations from the political groups to which the seats are allocated. Nominations will be reported to Council on the amendment sheet.

<b><u>Committee</u></b>	<b><u>No of Vacancies</u></b>
Planning Committee	1 vacancy
Audit Committee	1 vacancy
Constitution Committee	1 vacancy
Corporate Parenting Advisory Committee	1 vacancy
Democratic Services Committee	1 vacancy
Local Authority Governor Panel	1 vacancy
Children & Young People Scrutiny	1 vacancy
Community & Adult Scrutiny	3 vacancies
Environmental Scrutiny	1 vacancies
Policy Review & Performance Scrutiny	1 vacancies
Bilingual Cardiff Working Group	2 vacancies
Health & Safety Advisory Group	1 vacancy
Glamorgan Archives Joint Committee	1 vacancy

### **Legal Implications**

7. The legal Implications are set out in the body of this report.

### **Financial Implications**

8. There are there are no additional financial implications arising from this report that have not been included within the Council's budget for 2015/16.

### **RECOMMENDATIONS**

That Council approves the appointments to the Committee vacancies in accordance with the nominations of the political groups, as set out in the amendment sheet;

### **MARIE ROSENTHAL**

Director Governance and Legal Services  
16 October 2015

Background paper  
*Committee Membership List 2015/15 v1.8*