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AGENDA

Committee	ENVIRONMENTAL SCRUTINY COMMITTEE
Date and Time of Meeting	TUESDAY, 7 MARCH 2017, 4.30 PM
Venue	COMMITTEE ROOM 1 - COUNTY HALL
Membership	Councillor Mitchell (Chair) Councillors Aubrey, Awan, Clark, Chris Davis, Gavin Hill-John, Keith Jones and Darren Williams

Time approx.

1 **Apologies for Absence**

To receive apologies for absence.

2 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 **Minutes** (*Pages 1 - 8*)

To approve as a correct record the minutes of the of the meeting held on 8 February 2017.

4 **Neighbourhood Services Enforcement** (*Pages 9 - 20*)

4.40 pm

- (a) Councillor Bob Derbyshire, Cabinet Member for the Environment to make a statement on the item titled 'Neighbourhood Services Enforcement' (if he wishes).
- (b) An officer(s) from the City Operations Directorate to deliver a presentation based on the item titled 'Neighbourhood Services Enforcement'.
- (c) Councillor Derbyshire and an officer(s) from the City Operations Directorate will be available to answer Member questions.

5 City Operations Directorate and Commercial & Collaborative Services - Quarter 3 Performance Report 2016/17 (Pages 21 - 52)

5.35 pm

- (a) Councillor Bob Derbyshire, Cabinet Member for the Environment to make a statement on the areas of the areas of the City Operations Directorate – Quarter 3 Performance Report 2016/17 relevant to his portfolio of responsibility (if he wishes).
- (b) An officer from the City Operations Directorate to deliver a presentation based on the areas of the City Operations Directorate – Quarter 3 Performance Report 2016/17 relevant to the Environment portfolio.
- (c) Councillor Derbyshire and an officer(s) from the City Operations Directorate will be available to answer Member questions.
- (d) Councillor Bob Derbyshire, Cabinet Member for the Environment to make a statement on the areas of the areas of Commercial & Collaborative Services – Quarter 3 Performance Report 2016/17 relevant to his portfolio of responsibility (if he wishes).
- (e) An officer from Commercial & Collaborative Services to deliver a presentation based on the areas of the Commercial & Collaborative Service – Quarter 3 Performance Report 2016/17 relevant to the Environment portfolio.
- (f) Councillor Derbyshire and an officer(s) from Commercial & Collaborative Services will be available to answer Member questions.
- (g) Councillor Ramesh Patel, Cabinet Member for Transport, Planning & Sustainability to make a statement on the areas of the areas of the City Operations Directorate – Quarter 3 Performance Report 2016/17 relevant to his portfolio of responsibility (if he wishes).
- (h) An officer from the City Operations Directorate to deliver a presentation based on the areas of the City Operations Directorate – Quarter 3 Performance Report 2016/17 relevant to the Transport, Planning & Sustainability portfolio.
- (i) Councillor Patel and an officer(s) from the City Operations Directorate will be available to answer Member questions.

6 Environmental Scrutiny Committee - Draft Annual Report 2016/17 (Pages 53 - 104)

6.35 pm

- (a) Principal Scrutiny Officer to brief Members on the Environmental Scrutiny Committee – Draft Annual Report 2016/17.
- (b) Chair to invite feedback and comments from Members.

7 Draft Environmental Scrutiny Committee Task & Finish Report - Management of Section 106 Funding for the Development of Community Projects - to follow 6.55 pm

- (a) Principal Scrutiny Officer to brief Members on the draft findings of the Environmental Scrutiny Committee task & finish exercise titled 'Management of Section 106 Funding for the Development of Community Projects'.
- (b) Members of the Committee will have the opportunity to ask any questions that they might have on the draft findings of the Environmental Scrutiny Committee task & finish exercise titled 'Management of Section 106 Funding for the Development of Community Projects'.

8 Way Forward

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 1 March 2017

Contact: Graham Porter, 029 2087 3401, g.porter@cardiff.gov.uk

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

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ENVIRONMENTAL SCRUTINY COMMITTEE

8 FEBRUARY 2017

Present: County Councillor (Chairperson)
County Councillors Awan, Clark, Chris Davis, Hill-John,
Keith Jones and Darren Williams

57 : APPOINTMENT OF A CHAIRPERSON

The Committee appointed Councillor Gavin Hill-John as Chairperson for the meeting.

58 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Aubrey and Councillor Mitchell.

59 : DECLARATIONS OF INTEREST

No declarations of interest were received.

60 : CARDIFF WEST TRANSPORT INTERCHANGE - CONSIDERATION OF
CALLED IN CABINET DECISION CAB/16/38; REPORT OF THE DIRECTOR
FOR CITY OPERATIONS.

The Council's Constitution makes provision for any decision taken by the Cabinet to be called in by giving notice to the Operational Manager Scrutiny Services within seven days of the publication of that decision. During the period following the Cabinet meeting of 15 December 2016 a non-executive Councillor submitted a request to call-in the decision on the item entitled 'Cardiff West Transport Interchange'. The report had sought approval to proceed with the development of an Integrated Transport Hub on the site of the former Waungron Road Recycling Depot.

Members were advised that the Cabinet Decision CAB/16/38, published on 16 December 2016 with a proposed implementation date of 29 December 2016, resolved that:

- The proposed Western Transport Interchange development be approved;
- Authority be delegated to the Director of City Operations in consultation with the Cabinet Member for Finance, Cabinet Member for Transport, Planning and Sustainability, the Council's 151 Officer and the Director of Law and Governance to deal with all aspects of the procurement of the Works for the Western Interchange Development as set out in this report, up to and including the award of the contract;
- The transfer of Indicative Capital Programme allocation from Bus Corridor improvements to the Cardiff West Interchange Scheme be approved.

A copy of the Cabinet Decision Register and the Cabinet report were attached as appendices to the report.

A non-executive Member requested that the decision be called-in for the Committee's consideration. The main reasons for calling in the decision were summarised as follows:

- **Financial** – including the cost of the Scheme, the elements of the costing, the calculation of running costs, and the source of funding chosen for the scheme;
- **Traffic Flow & Modelling** – concerns about issues covered in AECOM's Modelling Report provided as a background paper in the Cabinet Report
- **Parking** – whether the proposal would impact on parking capacity in the area;
- **Transport & Connectivity** – querying the impact of the proposal on the development of rapid transport bus corridors and integrated ticketing;
- **Health & Safety Concerns** – for the safety of bus passengers, cyclists and car drivers; and
- **Cycling Issues** – the principle of placing cyclists on shared pavements, and the placement of cycle stands in the middle of the triangle.

Members were asked to consider the call-in in accordance with the requirements of the Call-In Procedure. The scope of this scrutiny is limited to exploring the reasons for the call-in summarised above.

The Chairperson invited Councillor Neil McEvoy to address the Committee and present the reasons for call-in of the Cabinet Decision. Councillor McEvoy stated that the reasons for the call-in were outlined in his submission. He considered that the proposed Transport Interchange would not achieve any additional improvement to services that could not otherwise be achieved by providing more services and more imaginative timetabling.

Councillor McEvoy stated that, in his opinion, the driver for the Transport Interchange was the Council, who were being advised by officers with little or no local knowledge. Traffic congestion in the area was already a major problem. It was quicker to walk to Ely Bridge to catch a bus and there were dangers presented by providing extra buses on an already overloaded network which were not being addressed.

Furthermore, Councillor McEvoy considered that the provisions of the Wellbeing and Future Generations Act – whereby communities must be involved in the decision-making that affects them – was not being adhered to. There was no consultation with the community regarding this decision. Conversely, a community poll that had asked whether to return the site to a Household Waste Recycling Centre received 100% support.

Councillor McEvoy argued that the proposal was not in the public interest. There was no fixed price for the proposal and the £1.7 million budget could increase. The plan, he stated, had no merit, was rushed and the Cabinet had no right to sanction approximately £2 million of expenditure at this time. The decision was likely to be reappraised following the local government election in May.

The Committee sought clarification on Councillor McEvoy's views on a number of issues, including parking concerns and the location of the proposed interchange.

The Chairperson welcomed Councillor Ramesh Patel, Cabinet Member for Transport, Planning and Sustainability; Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance. The Cabinet Members were invited to make statements.

Councillor Patel stated that it was important to understand the authority's vision and direction of travel in terms of transportation. The City is growing. Around 80,000 commuters travel into the City every day and the LDP will be also bring new developments. Transport in the City has to change and 'bus hubs' enable cross-city travel and will avoid the need to come into the City Centre.

Councillor Patel disputed the claim that the decision was being rushed. The proposals were developed over a long period of time and Councillor McEvoy was advised of the plans during the early stages. No alternative proposals have been put forward. Councillor Patel closed by saying that the bus hub aims to encourage people to give up travelling by car – the operation of the HWRC at this site had caused traffic congestion problems in the past due to parking.

Councillor Hinchey stated that the officers will address each of the points made by the call-in. Councillor Hinchey emphasised that the facility was intended to be a bus interchange and not a park and ride site. In a growing city it was important to take a strategic view of traffic management. This site lay at the crossroads of a number of communities and the Council has a responsibility to make the best use of land under its control.

Councillor Hinchey considered that the Cabinet was given enough information before making its decision was made and that is made clear in the report.

The Chairperson welcomed Andrew Gregory, Corporate Director and officers from the City Operations Directorate. The officers were invited to deliver a presentation on the Cardiff West Interchange. Following the presentation, the Chairperson invited comments and questions from Members of the Committee. Those discussions are summarised as follows:

- Members noted that the financial advice stated that the cost of the project stood at £1.7 million – with a possibility that a further element of funding may be required. Members asked whether the £1.7 million figure included the cost of consultants and staff time. Members also asked whether the figure accounted for the whole of the Bus Corridor Improvements budget for the next 4 years. Officers stated that the cost did include the staff and consultancy costs. The £1.7 million figure was the best estimate of the overall cost of the project, however, this figure may increase or decrease.
- The Cardiff West Interchange represented a radical new proposal. New opportunities from s106, grant funding and the parking reserve would allow for additional enhancements. Work was continuing on the strategic network of bus corridors and funding from civil enforcement penalties has been ring-fenced for transport projects.

- Members agreed that the provision of improved journey times was key to encouraging people to use public transport. Members asked whether bus movements would be improved as a result of the proposals. Officers anticipated that in the future there would be more bus services and greater choice for bus users. Efforts would be made to minimise delays. Four additional bus stops would be provided. The aim would be to achieve a 'turn up and go' operation meaning that there would be no more than a 10-minute wait for a bus service. This was a Metro project objective, it would benefit all users, and it could only be achieved if there was an increase in capacity.
- The Cabinet Member stated that doing nothing was not an option. It was crucial that the authority did everything it could to provide the best facilities. New developments would lead to an increase in pressure on the transport network and this needs to be addressed.
- Members asked whether there were any other potential sites for a Transport Interchange in Cardiff West and what opportunities may present themselves in the future if the Waungron Road site was not developed. Officers advised that there were no other Council-owned sites in Cardiff West.
- The Committee noted that the call-in has challenged the technical advice received by the Cabinet. Members asked officers how confident they were in the accuracy of the technical advice provided. The Cabinet Member stated that a number of communities would be affected by the proposals. There were approximately 10,000 houses within walking distance of the site and the shift towards sustainable transportation would not happen unless there were viable alternatives for people to use.

The meeting was briefly adjourned at this point following the receipt of a request for legal advice from the Monitoring Officer.

- Officers were asked to clarify what consultation was carried out with local residents. Officers stated that during the planning application process consultation with both local residents and local Councillors was carried out. Consultation on planning applications is standardised and local Councillors have an opportunity to feed into this as a part of the consultation process. Feedback from the Ask Cardiff survey indicated that the public supported the provision of increased public transport and reducing congestion.
- Members noted that the costs of the project were escalating. Members expressed the view that they would have preferred to have had an opportunity to scrutinise these matters at an earlier stage.
- Members asked officers to indicate how access to the parcel of land would be facilitated. Officers advised that access was indicated on the diagram provided to the Committee. Access would be restricted and would be the subject of a separate planning application. These issues were secondary to the called-in decision and would be subject to a second report to Cabinet. Members considered that it would be useful to know whether access to the site is feasible at this stage. Members requested further clarification of how any arrangements would be enforced. Officers noted the concerns of the Committee regarding

access arrangements.

- The Committee noted that there were 2 strategic housing developments proposed on Llantrisant Road. Members asked what additional bus routes/services might be provided from the Cardiff West Transport Interchange. Officers stated that this was a matter for bus operators, but it was envisaged that additional services would be provided not only on Llantrisant Road, but also on Plasmawr Road and St Fagans Road. Members were also asked to note that the Park and Ride proposals at Junction 33 would also have an impact in terms of additional routes/services.
- Officers were asked for comments regarding the use of the interchange by cyclists. Officers stated that the site was a destination on a strategic route. It was anticipated that the interchange would connect with high-quality cycling routes.
- Officers confirmed that there would be no parking available at the site. However, drop off/pick up points would be provided. The Cabinet Member considered that parking at the Cardiff West Transport Interchange would be less problematic than the parking associated with the former HWRC.
- Members asked what specific measures were proposed to improve journey times and movements. The Cabinet Member stated that measures were already in place, such as bus corridors and parking enforcement. Feedback from bus operators indicated that journey times are improving as a result of these measures.
- The Committee was advised that as the Arriva Trains franchise was due to be renewed in 2018, it was unlikely that any additional train services would be provided in the short-term. However, the Cardiff West Transport Interchange will make links with other routes possible.

The Chairperson welcomed Max Wallace of the Cardiff Cycling Campaign to the meeting. Max Wallace was invited to make representations. These are summarised as follows:

- Cardiff Cycling Campaign support a bus interchange at Ely Mill. Such provision was omitted from the LDP but it may still be feasible.
- By allowing cycling and pedestrians to share the footway, the proposal agreed by the Cabinet has failed to comply with the Council's stated policy of segregated provision for cyclists. Separation could have been accommodated in the design for the interchange but it has not been.
- The interchange design was described as secluded, unattractive and impractical, with no supervision and no space for cycle stands.
- The interchange was considered to be not useful for cyclist and there would be little incentive for cyclists to use such a facility. The funding for the scheme could be used for other projects which would aid cyclists.

The Chairperson invited all those present to make closing remarks.

Councillor McEvoy stated that the Cabinet decision was a 'farce' and it would result in nothing that could not be achieved by better timetabling. He considered that project to be a 'waste of public money', that would result in slower journey times and that would have no parking provision. Roads in the area are already beyond capacity. Concerns were expressed that communities had not been consulted regarding the proposals. The health of residents living near the site was also likely to be affected by harmful pollutants. Councillor McEvoy requested the Committee to refer the decision back to the Cabinet for further consideration.

Councillor Patel stated that the scheme was essential. For the city to grow and have a good transport strategy things need to be done differently. The authority has a clear direction. No objections were received from local Members regarding the planning application for the site. Councillor Patel emphasised that the site was not a park and ride facility.

Councillor Hinchey advised that the interchange was a strategy development and was well-positioned. Cabinet had considered the cost of the project, the revenue streams and the potential capital receipt. Ely Mill was already being developed and it could not be considered as a potential location for the Cardiff West Transport Interchange. The strategic plan was to use bus corridors to combat ever grown congestion. Residents and commuters will make the change to public transport if facilities such as this are provided. The Cabinet followed due process when coming to its decision.

AGREED – That the decision be referred back to the Cabinet for the following reasons:

- **Financial** – On balance Members were concerned at the increase in costs from £500,000 for the outline concept to £1.7million for a fully designed scheme. They would ask that a review of all costs is undertaken before taking the scheme any further.
- **Parking** – On balance Members were concerned that there had not been adequate consideration in the local area of any potential parking issues that could be caused by the scheme. It is felt that further evaluation of the potential parking impact needs to take place before Cabinet takes a decision on the scheme.
- **Traffic Congestion** – On balance Members were not convinced that the scheme would reduce traffic congestion in the area and could potentially increase some journey times. It is felt that the traffic modelling data needs to be reviewed and reconsidered before Cabinet takes a decision on the scheme.
- **Potential Site Development Options** – The inner triangle area of the transport interchange has been identified as a potential development site that could generate a capital receipt to support the funding of the scheme. Members would like a Cabinet view on the type of development which could be created on the site and some assurance that access plans for the inner triangle area development have been reviewed.
- **Cycling** – The majority of Members felt that cycling provision needed to be improved at the site, for example, further consideration should be given to integrating segregated cycle lanes in and around the site and site security should

be reviewed to ensure that it is safe to leave bikes at the site for extended periods of time.

- **Transport Connectivity** – On balance Members were not convinced by the location of the proposed transport interchange and its connectivity to other key transport locations around the city. In particular, there was concern around how the scheme would link in with future rapid bus transit corridors which have yet to be clearly defined; the obvious sites mentioned (for example, junction 33 and Heath) regularly experience significant traffic congestion problems. The Committee, therefore, recommends that potential linkage to any rapid bus transit corridors is reviewed before any decision is taken by Cabinet.

61 : DATE OF NEXT MEETING

Members were advised that the next Environment Scrutiny Committee is scheduled for 14 February 2017.

The meeting terminated at 1.30 pm

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

ENVIRONMENTAL SCRUTINY COMMITTEE

7 MARCH 2017

NEIGHBOURHOOD SERVICES ENFORCEMENT

Reason for the Report

1. To provide Members with the opportunity to consider the enforcement activities undertaken by Neighbourhood Services since it was established in June 2016.

Background

2. On 16 June 2016 the Cabinet approved the Infrastructure Services Full Business Case to support the delivery of the following services through a 'modified in-house' service delivery model:
 - Waste Collections (Commercial & Residential);
 - Street Cleansing;
 - Waste Treatment & Disposal;
 - Waste Education & Enforcement;
 - Pest Control;
 - Parks Management & Development;
 - Highways Operations;
 - Highways Asset Management;
 - Infrastructure Design & Construction Management;
 - Central Transport Services;
 - Hard Facilities Management;
 - Soft Facilities Management – Cleansing;
 - Soft Facilities Management - Security & Building Management;
 - Projects, Design & Development.

3. The modified in-house approach is split into two separate parts; Neighbourhood Services and Commercial & Collaborative Services. This item will focus on the work of Neighbourhood Services, which is now responsible for delivering Street Cleansing; Parks; Waste Education & Enforcement; Highways Operations; Highways Asset Management; Highways Engineering and Design & Delivery. Specifically the item will consider the enforcement activities delivered by Neighbourhood Services.
4. The range of services offered by Neighbourhood Services is joined together on an area basis. The anticipated benefits of this new approach include:
 - An improvement in service delivery through teams working closer together;
 - The adoption of an 'own-it' ethos to cleansing, enforcement and maintaining public real areas;
 - An improvement of operational efficiencies through the better deployment of front line resources;
 - An improvement in the utilisation of fleet and shared assets.
5. Neighbourhood Services enforcement specifically brings together the waste / environmental, licencing and traffic enforcement suite of powers granted to local government in the City of Cardiff. It is important to note that this item will focus on enforcement activities which relate to waste / environmental and highways licensing contraventions.
6. The total 2016/17 budget within Neighbourhood Services for Cleansing and Enforcement is £4,758,339. From this total £4,024,950 is allocated towards cleansing and £733,389 is used to fund enforcement activities. Neighbourhood Services enforcement currently has 28 full-time equivalent (FTE) posts; this will increase by seven additional posts in 2017/18.
7. During the 2017/18 budget setting process a Financial Resilience Mechanism allocated a one off payment of £150,000 to Neighbourhood Services to support enforcement. The funding is designed to support seven FTE posts within enforcement to enable city centre / city wide waste enforcement teams to work

afternoons and weekends to enable delivery of a high quality 'Total Street Scene' service to the residents of Cardiff'.

Basic Enforcement Activities

8. The three main elements of the enforcement process within Neighbourhood Services are Education Awareness, Enforcement & Prevention, and Processing & Transactions. For the overall enforcement process to work efficiently all of these parts have to effectively complement each other - a failure in any one part of the system will have a direct impact on the other parts.
9. The majority of waste and environment enforcement issues fall under four broad headings, these are:
 - **Waste Presentation** – Ensuring that the public and businesses present waste correctly for collection, for example, placing waste out on the wrong day for collection or using the wrong bag or container.
 - **Local Environment Quality** – This involves dealing with all general types of littering (for example, sweets, chewing gum, smoking related litter & fast food) and dog fouling. As explained at previous scrutiny meetings the Council applies a 'zero tolerance' approach in dealing with litter. By using the Environmental Protection Act 1990 and the Clean Neighbourhoods and Environment Act 2005 the Council can issue Fixed Penalty Notices (FPNs) to the value of £80 for littering.
 - **Fly Tipping** - This is the illegal dumping of waste on to land; this type of activity can pollute the environment, can be harmful to human health and spoils many benefits associated with a clean environment. The courts are now able to impose an unlimited fine against those found guilty of a fly tipping offence.
 - **Highways Licensing Enforcement** – This is the enforcement of Highway Licenses; such as, but not limited to, skips, tables and chairs, A-frames, hoardings, illegal adverts and scaffolding. It allows control (through £100 fixed

penalty notices) of the adopted highway under the Highways Act 1980 in terms of lawful and unlawful interference with highways and streets.

10. The Council recognises that everyone has a role to play in tackling the environmental issues of waste, litter and fly tipping. It has a vision to create a clean and respected street scene through efficient cleansing provision, citizen engagement, education and enforcement.
11. The two main teams within Neighbourhood Services that issue fines for waste / environmental and highways licensing contraventions are the LEQ Team and Waste Team, they issue fines for the following:
 - **LEQ Team** – FPNs: Litter & Dog Fouling (these include dog fouling; litter from vehicles; general litter; smoking from vehicles; smoking related) and FPNs for Highways Contraventions (these include skips breach of licence; skips no licence; A boards; street cafes; fly posting; free distribution of literature; scaffolding).
 - **Waste Team** – FPNs: Waste – predominantly for incorrectly presented waste (these include Section 46 Notices for breaching the Environmental Protection Act 1990; Section 47 Notices for breaching the Environmental Protection Act 1990; Waste Transfer Note (WTN) Requests; WTN & WCR requests; commercial litter fines and domestic litter fines). The Waste Team also raises income by fining supermarkets for misplaced trollies and ‘pay as you throw’ domestic and commercial schemes.

Improving Enforcement Delivery

12. The Council is continually looking to find savings and improve efficiency across its range of services. Neighbourhood Services is exploring how it can improve enforcement delivery by developing areas including partnership working; digitalisation; uniform & equipment; support for highway licensing enforcement; and education & engagement.

13. **Partnership Working** – Neighbourhood Services has recently established a number of working partnerships with organisations in Cardiff. These include:
- **Cardiff University** – Neighbourhood Services is supporting Cardiff University to work with students in the Cathays and Plasnewydd areas to improve the standard of waste presentation.
 - **Business Improvement District** – Neighbourhood Services has submitted a bid to Cardiff's newly established Business Improvement District asking for the scheme to support additional cleansing and enforcement resources in the city centre.
 - **Cardiff & Vale University Health Board** – Neighbourhood Services is working with Cardiff & Vale University health Board to provide a litter enforcement officer for the Heath Hospital site.
14. **Digitalisation** – In a drive to save money and increase efficiency the City Operations Directorate has launched a series of digitisation projects (these are particularly relevant in terms of enforcement on the highways and for dealing with street works permits and licences). Many of the enforcement services delivered by Neighbourhood Services currently use paper based applications – these are slow, inefficient and ultimately expensive to operate. The plan is to introduce new hand held technology to record / transfer contravention information that in turn would be stored on a suitable database. It is hoped that the new technology will speed up the process, deliver savings and improve customer service.
15. **Uniform & Equipment** – Officers in the LEQ Team and Waste Enforcement Team have recently received new uniforms. These raise the public profile of the officers, which in turn acts as a deterrent against littering. In addition to this, the staff now have access to body cameras which provide support in terms of health & safety and it is anticipated that they will have access to hand held technology for evidence gathering (for example a tablet or other hand held device).
16. **Supporting Highway Licensing Enforcement** – On 14 December 2016 the authority to enforce the Highway functions was effectively transferred to the City

Operations Directorate. This means that a Neighbourhood Services will for the first time enforce a range of functions from within Part IX of the Highways Act 1980. The functions include:

- Section 130 – protection of public rights;
- Sections 139 – control of builders’ skips;
- Section 140 – removal of builders’ skips;
- Section 140A(1) – builders’ skips: charges for occupation of the highway;
- Section 142 – licence to plant trees, shrubs etc in a highway;
- Section 147 – power to authorise erection of stiles etc on footpath or bridleway;
- Section 147ZA(1) – agreements relating to improvements for benefit of persons with mobility problems;
- Section 149 – removal of things so deposited on highways as to be a nuisance etc;
- Section 169 – control of scaffolding on highways;
- Section 171 – control of deposit of building materials and making of excavations in streets;
- Section 171A(2) and regulations made under that section – works under s169 or s171: charge for occupation of the highway;
- Section 172 – hoardings to be set up during building etc;
- Section 173 – hoardings to be securely erected;
- Section 178 – restriction on placing of rails, beams etc over highways;
- Section 179 – control of construction of cellars etc under street;
- Section 180 – control of openings into cellars etc under streets, and pavement lights and ventilators.

17. **Education & Engagement** – Since it was created in the summer of 2016 Neighbourhood Services has looked to increase education and engagement initiatives through its enforcement function. They have, for example, worked with Communications to publicise the ‘Love Where You Live’ campaign. This involved newspaper articles, using social media and publicising volunteer events. They have worked with local schools to raise litter awareness (for example, through the ‘Love

Where You Live' poster competition), promoting the work through the websites of the Council and its associated partners, and they have developed links with media outlets like Wales Online.

Outcomes Achieved

- 18. Since the creation of Neighbourhood Services in the summer of 2016 there has been an increased focus on enforcement activities. Despite having to allocate much of its enforcement resources for dealing with incorrectly presented waste issues the service has managed to significantly increase the number of FPNs issued across a broad range of littering offences; this is clearly illustrated in **Table 1**.
- 19. The 'zero tolerance' approach to littering and dog fouling has resulted in a 158% increase (425 additional FPNs) in the number of FPNs issued between 2014/15 and 2016/17. The largest increase has in this period has been for smoking related litter – this increased from 15 FPNs in 2014/15 to 249 FPN's in 2016/17. However, during the same period the number of FPNs for dog fouling actually fell – 27 in 2014/15 to 22 in 2016/17.

Table 1 – FPNs Issued for Littering Offences: 2014/15 to 2016/17

Enforcement Activity	FPNs issued 2014/15	FPNs issued 2015/16	FPNs issues 2016/17 (excluding March)
Dog Fouling	27	49	22
Litter commercial	19	14	14
Litter domestic	108	347	231
Litter from vehicle	3	18	26
Litter general	5	11	19
Litter smoking from car	92	89	133
Litter smoking related	15	31	249

- 20. The increase in FPNs issued has in turn created in a sharp increase in income for the period 2014/15 to 2016/17 as illustrated in **Table 2** below. It is noticeable that the income rose from £126,420 (based on 1,378 FPNs) in 2014/15 to £337,206

(based on 3,172 FPNs) in 2016/17; this represents an increase of 167%. Other trends illustrated in **Table 2** shows that:

- The number of cases being referred to court has increased from one in 2014/15 to 155 in 2016/17.
- As the volume of FPNs issued increases so the percentage of fines actually collected reduces (2014/15 – 91.79%; 2015/16 – 80.90% & 2016/17 – 63.57%) – although it should be noted that the 2016/17 figure would be subject to change as there will be a lag between FPNs being issued and actual payment.
- The percentage of FPNs waived has steadily increased between 2014/15 and 2016/17 (2014/15 – 7.85%; 2015/16 – 10.85%; 2016/17 – 12.36%).
- As the volume of FPNs issued increases so the percentage of fines actually collected reduces (2014/15 – 91.79%; 2015/16 – 80.90% & 2016/17 – 63.57%).
- It is also worth noting at this point that the 2016/17 data is only for an eleven month period, i.e. the 2016/17 data does not include any information for March 2017.

Table 2 – FPNs Issued & Fine Income Collected: 2014/15 to 2016/17

Year	Total FPNs Issued	Total Income	Total FPNs Paid	Total FPNs Unpaid	Total FPNs Waived	Unpaid FPNs as with Legal	Total Cases to Court
2014/15	1,378	£126,420	£116,040	£300	£9,920	£80	1
2015/16	2,497	£224,890	£181,925	£14,105	£24,400	£4,460	39
2016/17	3,172	£337,206	£214,354	£54,852	£41,680	£26,960	155

21. For the financial year 2016/17 (year to date excluding March 2017) the LEQ Team has issued 449 FPNs / enforcement actions which has raised an income of £36,060. During the same period the Waste Team has issued 2,723 FPNs / enforcement actions which has raised an income of £301,146.

22. **Table 3** (below) sets out the total number of education and enforcement activities carried out by the Council's enforcement function for the period 2014/15 to 2016/17. It is clear to see that there has been a significant increase in the number of actions taken between 2014/15 and 2016/17. An increase of 5,922 in 2014/15 to 27,338 in 2016/17 suggests an increase of 362%.

Table 3 – Total Education & Enforcement Activities: 2014/15 to 2016/17

Total Education & Enforcement Activities	Actions
2014/15	5,922
2015/16	14,849
2016/17	27,338

23. A review of the underlying data for **Table 3** identifies a large increase in the following education activities:
- Additional Waste Collection Service - an increase from zero in 2014/15 to 238 activities in 2016/17.
 - Education Action – an increase from 77 in 2014/15 to 2,050 in 2016/17.
 - Distribution of education packs in Cathays - an increase from zero in 2014/15 to 3,723 in 2016/17.
 - Flyposting - an increase from zero in 2014/15 to 82 in 2016/17.
 - Front / Rear Garden Investigations - an increase from 194 in 2014/15 to 468 in 2016/17.
 - Litter Domestic DOC - an increase from 573 in 2014/15 to 2,250 in 2016/17.
 - Monitoring Location - an increase from zero in 2014/15 to 435 in 2016/17.
 - NEF Domestic - an increase from 388 in 2014/15 to 5,195 in 2016/17.
 - NEF Fly tipping - an increase from 93 in 2014/15 to 472 in 2016/17.
 - Issuing Section 46 Notice - an increase from 36 in 2014/15 to 3,664 in 2016/17.
 - Issuing Section 47 Notice - an increase from 18 in 2014/15 to 132 in 2016/17.
 - Skip 139 Notice - an increase from zero in 2014/15 to 231 in 2016/17.
 - Statutory Nuisance – Accumulations - an increase from 10 in 2014/15 to 127 in 2016/17.

Way Forward

24. Councillor Bob Derbyshire (Cabinet Member for the Environment) has been invited to attend for this item. He will be supported by officers from the City Operations Directorate.

Legal Implications

25. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

26. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Note the contents of the attached reports;
- ii. Consider whether Members wish to pass on any comments to the Cabinet following scrutiny of the item titled 'Neighbourhood Services Enforcement'.

DAVINA FIORE

Director of Governance & Legal Services

1 March 2017

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CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ENVIRONMENTAL SCRUTINY COMMITTEE

7 MARCH 2017

**CITY OPERATIONS DIRECTORATE AND COMMERCIAL &
COLLABORATIVE SERVICES – QUARTER 3 PERFORMANCE REPORT
2016/17**

Reason for the Report

1. To present the performance reports relevant to the terms of reference of the Environmental Scrutiny Committee for Quarter 3 (October to December) of 2016/17. The performance reports for the City Operations Directorate and Economic Development Directorate are attached as **Appendices 1 & 2**.
2. **Appendices 1 & 2** are supported by **Appendix 3**, which consists of a summary of overall Council performance, for example, staff budgets, overtime and agency costs, sickness rates and complaint levels.

Background

3. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services which fall within the Committee terms of reference. A copy of the terms of reference has been attached as **Appendix 4**. The Directorates that require regular scrutiny by the Committee are the City Operations Directorate and Economic Development Directorate.
4. Members agreed to consider performance issues during the municipal year 2016/17. It was anticipated that this would involve looking at the sections of the Delivery & Performance Report relevant to the terms of reference of the Committee on a quarterly basis.

5. The February 2016 'Wales Audit Office (WAO) Corporate Assessment Follow On Report' stressed the importance of the Council building on its capacity and mechanisms for internal challenge and self assessment.
6. In response to the 'WAO Corporate Assessment Follow On Report' the Council acknowledged that there is a need for more consistency around performance management and benchmarking. The Council is of the view that the framework and mechanisms for effective performance management and reporting have been in place for a while; however, there is scope for further improvement – particularly in terms of the scope for strengthening the relationship between the Central Performance Team and Service Directorates.
7. To drive further improvement the Council recruited a new Head of Performance & Partnerships in early 2016. Since his appointment he has been given the task of refreshing the Council's performance management approach and as a consequence of this work, the Quarterly performance reports are now presented in a different format to the one used in Quarter 4 2015/16 and earlier. The new report is designed to tie in with the Council's new integrated strategic planning framework.

The Council's Strategic Planning Framework

8. The Council's integrated strategic planning framework to deliver its vision of Cardiff as 'Europe's Most Liveable Capital City' spans the City's overall performance (via the *What Matters* Single Integrated Plan and *Liveable City* Report); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Performance and Development Reviews.
9. The *Corporate Plan 2016-18* was approved at Council on 25 February 2016. It set out four Priorities and 12 Improvement Objectives for Cardiff. The four Priorities are listed as:

- Priority 1: Better education and skills for all;
- Priority 2: Supporting vulnerable people;
- Priority 3: Creating more and better paid jobs;
- Priority 4: Working together to transform services.

10. To tie in with the new reporting approach the new quarterly delivery & performance reporting structure now includes sections relevant to the City Operations Directorate and Economic Development Directorate on:

- **Measures** – this focuses on the performance indicators relevant to the two respective directorates;
- **Priorities** – this sets out the improvement objectives, commitments and progress / issues/ mitigating actions against the Corporate Plan Priorities relevant to the two respective directorate;
- **Challenges & Achievements** – this sets out the key challenges and achievements of the two respective directorates.

Performance Support Board

11. The Council's previous approach to performance management focused the use of performance information within the most strategic parts of the organisation, to ensure that these strategic audiences are considering strategic performance issues. It is also critical to ensure that underneath the strategic layer there are mechanisms in place, which allow for effective engagement and support of operational performance issues.
12. In parallel with developing a coherent cross-organisation approach to service planning – which will, by default, create a new body of consistent performance information – the Council has introduced a Performance Support Board (PSB) model. The PSB provides support to service performance and allows the Cabinet, scrutiny committees and the Senior Management Team (SMT) to focus on strategic performance issues.

13. The primary roles of the PSB is to support specific areas of service improvement, investigate areas of performance that are highlighted by robust data analysis, and provide a corporate overview for those performance measures that are not received by SMT, Cabinet or scrutiny committees. It is hoped that this approach will provide the organisation with confidence that measures mandated by Welsh Government but not included in outcomes-focused scorecards are receiving due attention.
14. Each Directorate has a lead performance officer who along with the central Performance Team, analyse and challenge work to help inform the PSB's agenda.

Improved Reporting Timelines

15. The Council refresh of performance arrangements has examined opportunities to increase the speed with which information flows through its performance-related processes. An essential part of moving the organisation away from monitoring performance and onto managing performance is providing information within a timescale that allows the use of data to influence decision making and prompt appropriate intervention.
16. This means that the Council adheres to non-negotiable deadlines for the return of performance information for the purposes of challenge and report collation; the Council has now accepted the use of draft performance information at earlier stages in the performance reporting process.
17. It is accepted that final reports for Cabinet and scrutiny committees should always contain confirmed information; however, it is felt that the reports that are used by the PSB and SMT can now contain draft performance information, provided it is flagged as such.

Publishing Performance Information on the Internet

18. To reinforce the Council's move to a culture of accountability, the refresh of performance arrangements presents an opportunity for Cardiff residents to access key performance information in a way that is immediately engaging. Council employees should also have access to online performance information that helps them understand the contribution they are making towards achieving organisational aims. It is proposed that the Council will in future publish information about its performance on www.cardiff.gov.uk.
19. The published information will focus on the outcomes the Council is trying to achieve – the four Priorities – and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees. The aim would then be to report on all measures (in spreadsheet or similar format) in time.

Refresh the Council's Performance Management Strategy

20. In light of recommendations made in the WAO's latest report, the Framework element of the Performance Management Strategy has been updated to include guidance around timelines that support current processes. The most significant aspect of the refresh has been the embedding of it into the organisation's culture. Mostly, this has been achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and used will require the Central Performance Team to engage and work proactively with service managers and performance leads.

Issues – Quarter 3 Delivery and Performance Report 2016/17

21. The City Operations Directorate Quarter 3 Delivery & Performance Report 2016/17 and Economic Development Quarter 3 Delivery & Performance Report 2016/17 are attached to this report as **Appendices 1 & 2**. At the point of writing this report **Appendices 1 & 2** examine a number of performance areas including:

- Progress made against Performance Indicators;
- Progress made against Corporate Priorities and Directorate Priorities;
- Progress made against Key Challenges and Key Achievements.

22. **Appendix 3** provides a range of Council-wide performance information, which will help the Committee benchmark against the Council performance as a whole and other service areas. The document includes information on:

- Customer contact;
- Staff costs;
- Financial tracking information;
- Sickness absence levels;
- Personal Performance and Development Review compliance as at 30 September 2016.

23. A number of key observations have been identified from the City Operations Directorate report, these are:

- By the end of Quarter 3 the City Operations Directorate staff had taken an average of 9.93 full time equivalent (FTE) sick days during the year; the actual figure for Quarter 3 was 3.44 FTE sick days per employee. Based on this information the end of year FTE sick days per employee forecast is 13.90 days.
- At the end of Quarter 3 2016/17 it is anticipated that the City Operations Directorate will achieve 74.4% of its allocated savings for the financial year 2016/17.
- At the end of Quarter 3 2016/17 the City Operations Directorate anticipates an overspend of £955,000 against its allocated budget for 2016/17.

- The City Operations Directorate Quarter 3 Delivery & Performance Report 2016/17 reports on six performance indicators which are linked to Corporate Plan commitments. 28.6% (2) of these is rated as 'Amber', and 71.4% (5) of these were rated as 'Green'. In addition to these an additional eight have no result at present; either because they are annual (seven) or because they are awaiting quarterly validation.
- PLA/004(a) (the percentage of major planning applications determined during the year within 13 weeks) and PLA/004(c) (the percentage of householder planning applications determined during the year within 8 weeks) both continued to exceed their annual targets by achieving 33.3% and 95.1% respectively. This is a positive outcome when compared to the 2015/16 results which were both consistently below the annual targets of 25% and 80%.
- The Cardiff Capital Region Transport Authority (CCRTA) was established to co-ordinate transport planning and investment within the region and formally met for the first time in October to outline the actions needed to support the City Deal.
- During Quarter 3 the Council continued to support the Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro.
- The development of Neighbourhood Services has progressed and delivered 'blitz' working for four months. Neighbourhood Services Enforcement was programmed to commence in January 2017 to enforce highways licences for skips, tables & chairs, A-frames and other structures on the highway. A partnership approach has been agreed with Keep Wales Tidy to support the 'Love Where You Live' initiative. A pilot has been undertaken with the Business Improvement District for higher level cleansing in the city centre.

- The City of Cardiff Transport Strategy and Integrated Network Map were approved by Cabinet. In addition to this a local sponsor for the cycle hire scheme has been secured.

24. **Appendix 1** includes a table of the main performance indicators used by the City Operations Directorate to monitor performance; these indicators are supported by commentary to explain the current position. It was recently agreed by SMT that all performance indicators that are not subject to central government thresholds will be automatically RAG rated using a formulaic approach, whereby anything hitting target or above will be Green, anything 0.1% - 10% off target will be Amber and anything off by more than this will be Red. On reviewing the Quarter 3 Delivery & Performance Report 2016/17 it was noted that the following 'Key Performance Indicators' referenced in the Quarter 3 report were marked as 'Amber':

- **LTPPI/011C** – Mode of Travel to Work: Cycling – Amber. This indicator produced an annual result of 10% for 2016/17. This is 0.2% below the 2016/17 annual target; however, it is an improvement of 0.8% when compared against the 2015/16 result of 9.2%.
- **PNN/009** – Percentage of food establishments which are 'broadly compliant' with food hygiene standards – Amber. This indicator produced a Quarter 3 result of 92.7% that is 1.3% below the annual target of 94%.
- **SC/001** – Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness – Amber. This indicator produced a Quarter 3 result of 84.2% that is 5.8% below the annual target of 90%.

25. A number of key observations have been identified from the Economic Development Directorate report (relevant to Commercial & Collaborative Services), these are:

- At the end of Quarter 3 the Commercial & Collaborative Services staff had taken an average of 11.24 full time equivalent (FTE) sick days; the actual figure for Quarter 3 was 4.13 FTE sick days per employee. Based on this

information the end of year FTE sick days per employee forecast is 15.74 days.

- At the end of Quarter 3 2016/17 it is anticipated that Commercial & Collaborative Services will achieve 81.5% of its allocated savings for the financial year 2016/17.
- At the end of Quarter 3 2016/17 Commercial & Collaborative Services anticipates that it will achieve a budget surplus of £127,000 for 2016/17.
- Commercial & Collaborative Services (as a part of the Economic Development Directorate) reports upon two performance indicators that contribute to corporate commitments. These are WMT/004b (the percentage of municipal waste collected by local authorities sent to landfill) and WMT/009b (the percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way). These have yet to be validated for Quarter 3, therefore, have not been included within the Economic Development Directorate Quarter 3 2016/17 Performance Report.
- Since the creation of Commercial & Collaboration Services in June 2016 regular reports have been provided to the newly formed Commercialisation & Collaboration Project Board and Cabinet Member to ensure that the Infrastructure Business Case objectives are delivered. A number of commercial opportunities were being considered at the end of Quarter 3 with external organisations. Fortnightly meetings have been established for section leads in Cleansing, Security and Pest Control to discuss a pipeline of work and short, medium and long term opportunities. Some recent opportunities include the agreement of recycling waste services to the Principality Stadium and for the Health Board, as well as the launch of MOTs for staff at the purpose built workshop at Coleridge Road. A cost based pricing model has been developed for Central Transport Services (CTS) and will be rolled out to all parts of Commercial & Collaborative Services by the end of 2016/17. Total

Facilities Management packages have been sold to a number of customers and they are in contract talks with a higher education facility and a number of schools who were previously opted out of our services. CTS has also secured a large fleet contract with a local building firm.

- Implementation of Facilities Management (FM)'s property maintenance / management software (RAMIS) is on target to 'go live' at the start of financial year.
- Green bag recycling collection tonnages from households in Cardiff increased by 5% for the Christmas period compared to the same period in the previous year; 3,195 tonnes of green bags were collected in 2016 compared with 3,034 tonnes in 2015 and 2,564 tonnes in 2014. The new Lamby Way Household Waste Recycling Centre is being built to replace the old Lamby Way Site and will facilitate a greater volume of traffic on site and more skips to recycle a greater variety of materials. Construction is due to be completed by February 2017.
- In Quarter 3 service changes were implemented to enable the Council to exceed its statutory recycling target of 58% by March 2017.

Scope of the Scrutiny

26. This item will give Members the opportunity to consider the City Operations Directorate and Commercial & Collaborative Services performance relevant to the terms of reference of the Environmental Scrutiny Committee and feed in observations to support Cabinet consideration of the Quarter 3 Delivery & Performance Report 2016/17.

Way Forward

27. Councillor Ramesh Patel (Cabinet Member for Transport, Planning & Sustainability), Councillor Bob Derbyshire (Cabinet Member for the Environment), officers from the City Operations Directorate and officers from the Commercial & Collaborative Service have been invited to attend for this item. The Quarter 3 Delivery & Performance Report 2016/17 will be addressed on a portfolio by portfolio basis.

Legal Implications

28. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

29. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any

modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Note the contents of the attached reports;
- ii. Consider whether it wishes to make any comments to the Cabinet to take into consideration on the Quarter 3 Delivery & Performance Report 2016/17.

DAVINA FIORE

Director of Governance & Legal Services

1 March 2017

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Priority 3: Creating More and Better Paid Jobs

- Improvement Objective 3.2: Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
PLA/004 (a) – Percentage of major planning applications determined during the year within 13 weeks	33.3%	25%	5%	84.6%	12%	G	DP	Exceeded target and good positive trends; historical Data Unit National definition revised, to be used as a local indicator which includes agreed extensions
PLA/004 (c) – Percentage of householder planning applications determined during the year within 8 weeks	95.1%	80%	75.4%	97.1%	71.4%	G	DP	As above
TPS/007 – Percentage of adults aged 60+ who hold a concessionary bus pass	98%	94%	95.5%	97%	96.5%	G	CP	Exceeded target, good positive trends
LTPPI/011 – Mode of Travel to Work: Sustainable Transport	2016-17 Result 44.9%	44.6%			44.1%	G	CP	Target exceeded, good positive trends which are in no small part due to the schemes and initiatives implemented last year (annual PI)
LTPPI/011C – Mode of Travel to Work: Cycling	2016-17 Result 10.0%	10.2%			9.2%	A	CP	Result improved on previous year, however target not met this year which may be due to external issues such as the weather, although a sustained 1% shift to cycling from other modes each year was always going to be a challenge to achieve (annual PI)

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

2. Summary of Progress

Corporate Plan Priorities

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
<p>3.2. Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 34</p>	<p>Progress:</p> <ul style="list-style-type: none"> Major public spaces transport moving forward with new Central Square/ transport interchange Schemes for the A469/A470 have been reprogrammed to be completed in January 2017 The Cardiff Capital Region Transport Authority (CCRTA) has been established to co-ordinate transport planning and investment within the region and formally met for the first time in October to outline the actions needed to support the City Deal. Transport Strategy was approved by Cabinet in October 2016 and the engagement questionnaire was published in December 2016, with feedback sought by February 2017. Cabinet has approved the launch of a 12-week consultation on the Integrated Network Map, which sets out the future cycle network plan The Cardiff Bay Programme/Action plan was prepared and informed by regular steering group meetings across the Directorate; several projects are coming forward including Volvo, Mermaid Quay and Britannia Park Meetings continue along with South East Wales Directors of Environment & Regeneration (SEWDER) and South East Wales Strategic Planning Group (SEWSPG) in order to reach a position of consensus on how it is considered to best move forward in preparing a Regional Plan Major improvements to highway network programmed <p>Issues: We are waiting to learn the form of Metro.</p> <p>Mitigating actions: A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.</p> <p>Next key steps: Continue to deliver milestones associated with key commitments to support the Improvement Objective.</p>

3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017 (being reported by Economic Development)				

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire, Bradbury
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Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	A/G	A/G	R/A
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	A/G	G	G
Deliver first phase of the Action Plan for Cardiff Bay by December 2016	G	A/G	G
Work with neighbouring Local Authorities and other relevant stakeholders to prepare Strategic Development Plan (SDP) for Cardiff Capital Region by 2021	A/G	A/G	G
Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016	A/G	R/A	A/G
Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016	G	A/G	G

Priority 4: Working Together to Transform Services

- **Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly-valued services**

4.1 Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
PPN/009 – Percentage of food establishments which are 'broadly compliant' with food hygiene standards	92.7%	94%	94.4%	93%	93%	A	CP	We assess businesses through a programme of inspections and advice and premises are deemed to be broadly compliant if specified risk scores are achieved for cleanliness, structural issues and confidence in the management of the business. The number reflects those premises that have a Food Hygiene Rating of 3 or above and 93% is in line with the UK average.
STS/006 – % of reported fly tipping incidents cleared within 5 working days	98.5%	90%	99.9%	98.1%	97.9%	G	CP	Exceeded target, good positive trends

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
SC/001 - Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	84.2%	90%	89.3%	98.1%	88.3%	A	LBI	The decrease in performance relates to a movement of resource to deal with leaf clearance in this quarter. A historical review will be undertaken but this year considerable effort was made by cleansing to limit the issues from leaf fall and this was to the detriment of litter collection. An additional 1200 tonnes of litter, waste and detritus is forecast to be removed this year via Neighbourhood Services Cleansing.

5. Summary of Progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>Progress:</p> <ul style="list-style-type: none"> New Play Delivery Model has been fully implemented in Llanedeyrn (and is close to going live in Grangetown and Ely) and has commenced throughout other neighbourhoods in Cardiff, working closely with schools and local community groups. School Holiday programme complete – activities provided within local community settings across Cardiff Following approval transition period for leisure, new provider / operator to deliver service with monitoring arrangements starting to be put in place following appointments Neighbourhood Services (NS) is progressing well and has delivered 'blitz' working for 4 months. Neighbourhood Services Enforcement is programmed to commence in January 2017 to enforce Highways Licenses for skips, tables & chairs, A-frames and other structures on the highway. Partnership agreed with Keep Wales Tidy to support the 'Love Where You Live' initiative. Pilot undertaken with the Business Improvement District for higher level cleansing in the City Centre <p>Issues: Long-term issues of performance and culture change in key areas is needed.</p> <p>Mitigating actions: see below</p> <p>Next key steps:</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Completion of remaining building transfers relating to play.
 New leisure contract partnership to be fully established.
 Develop digital support for Neighbourhood Services' frontline teams and processing with Chipside. Work with Organisational Development and ICT on 'Report It' App. Work with the Business Improvement District on income opportunities / city centre improvements. Improve reporting on Neighbourhood Services enforcement performance to demonstrate improvements.
 Engagement action plan being developed with teams.

6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning model is in place	G	A/G	A/G	
Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016	A/G	G	G	

7000

Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0	0	24% (4)	17 Performance Indicators are included in the Directorate Delivery Plan; 8 are annual and 9 are of a quarterly collection frequency, of which 5 results are awaiting validation
Q2	0	6.6% (1)	26.6% (4)	Suite of indicators reduced from 17 to 15 due to Commercial Services transferring to Economic Development. For the Quarter concerned, 10 of these PIs had no results, either because they were annual (9) or awaiting clarification on responsibilities between Shared Regulatory Services and Communities & Housing (1) – this has now been settled
Q3	0	13% (2)	33.3% (5)	8 PIs have no results as yet, either because they are annual (7) or they are quarterly awaiting validation (1)
Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

8. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 8					Progress against Directorate Core Business Actions (Part 2) total: 31				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0	0	50% (5)	50% (5)	Q1	0	18% (6)	39% (13)	43% (14)
Q2	0	12.5% (1)	62.5% (5)	25% (2)	Q2	3.2% (1)	9.7% (3)	45.1% (14)	42% (13)
Q3	0	12.5% (1)	25% (2)	62.5% (5)	Q3	6.4% (2)	9.7% (3)	38.7% (12)	45.2% (14)
Q4					Q4				

9. Other Challenges and Achievements

Key Challenges for Directorate		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Budgets – deliver and define balanced budget for 2016-17	Regular meetings being held to help mitigate with key support from teams and financial staff	R/A	R/A	A/G	
Define, implement and embed service alternative delivery models (Play, Leisure & Neighbourhood Services)	Completion of remaining building transfers relating to play	R/A	R/A	A/G	
Funding to support Asset Maintenance & Renewal Strategy	A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.		R/A	R/A	
Sickness targets not being met	Action plans being produced on a monthly basis for Chief Executive			R/A	
Key Achievements (Good News and Successes)					
Leisure Centre Partnership with GLL commenced on 1 st December.					
Energy & sustainability key support for retaining Green Dragon Level 3 Environmental Standard status, host of energy savings and CO ₂ reduction					
Dedicated Volunteer Co-ordinator appointed to work more closely with community and groups to promote and increase volunteer working across directorate					
Transport Strategy approved by Cabinet / Cycle Integrated Network Map Approved by Cabinet / Local Sponsor for Cycle Hire scheme secured					
Street Cleansing Blitz rollout positive response / Positive delivery and improvements to highway patching process (pothole repairs)					

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

Priority 3: Creating More and Better Paid Jobs

- Improvement Objective 3.1: Cardiff has more employment opportunities and higher value jobs

1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Sq. ft. of 'Grade A' office space committed for development in Cardiff (cumulative result)	285,070	150,000	180,000	231,000	316,211	G	CP	Progressing a strong pipeline of investment projects in Cardiff.
New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative result)	586	500	2,099	499	4,304	G	CP	

2. Summary of progress

Corporate Plan Priorities

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
3.1. Cardiff has more employment opportunities and higher value jobs	<p>Progress:</p> <p>Central Square regeneration project: Agreed a master plan for land north of Wood Street based on the Government Property Unit development of 300,000 sqft plus expansion space of 150,000 sqft.</p> <p>To date, 586 jobs have been created /safeguarded through Council support. A site north of Wood Street has been selected by HMRC for a major relocation and expansion which could bring up to 3,500 jobs; this will include new functions and jobs such as Big Data Analytics.</p> <p>Headquarters for a major international development charity will be established in Cardiff including the creation of 50 new skilled jobs</p> <p>Business Improvement District (BID) board and operational team established. Meetings to be set up with BID board and operational team to work in partnership.</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

City Deal: Launched the Cardiff Capital Region Growth and Competitiveness Commission, with the report published in December 2016. Governance principles for the Growth Partnership have been agreed. A progress report will be considered by Cabinet in 2017.

3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018.	G	G	G	
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery.	G	G	G	
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017.	G	G	A/G	
Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017	G	G	G	
Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017.	G	G	G	
Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017.	G	G	G	

Priority 3: Creating More and Better Paid Jobs

- **Improvement Objective 3.2: Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure**

4. Summary of progress

Priority 3. Creating more and better paid jobs	
Improvement Objectives	Summary of progress
3.2. Cardiff has a high quality city environment that	Progress: A planning application for the interchange was submitted in Quarter 3. Work is ongoing with the developer to finalise a funding package.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury, Hinchey
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includes attractive public spaces and good supporting transport infrastructure	<p>Issues: Finalise funding package.</p> <p>Mitigating actions: Progressing detailed business case for alternative funding scenario.</p> <p>Next key steps: Complete detailed business case to be considered by Cabinet in the New Year.</p>
--	---

5. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Work with partners to design and deliver a new transport interchange – including a new bus station – as part of a high quality gateway into the city by December 2017.	A/G	G	G	

Priority 4: Working Together to Transform Services

- **Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services**

Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p>Progress: The Commercial & Collaboration Service was set up in summer 2017. Regular reports are provided by the new Commercial Team to the Commercialisation & Collaboration Project Board and Cabinet Member to ensure the Infrastructure Business Case Objectives are delivered. In line with the Commercialisation Strategy a number of commercial opportunities are being considered with external organisations. Fortnightly meetings have been established for section leads in Cleaning, Security and Pest Control to discuss a pipeline of work and short, medium and long term opportunities. Some recent opportunities include the agreement of recycling waste services to the Principality Stadium and for the Health Board, as well as the launch of MOTs for staff at the purpose built workshop at Coleridge Road. A cost based pricing model has been developed for Central Transport Services (CTS) and will be rolled out to all Services by the end of the year. Total Facilities Management packages have been sold to a number of customers and we are in contract talks with a higher education facility and a number of schools who were previously opted out of our services. There has already been a notable success with one of the largest high schools in Cardiff, where we are now providing several services. We have also secured a large fleet contract with a local building firm.</p> <p>Implementation of Facilities Management (FM)'s property maintenance / management software (RAMIS) is on target to 'go live' at the start of the</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

new financial year. A data cleansing exercise is currently underway.

Regular engagement with staff and trade unions has continued throughout the period to ensure stakeholder support for service improvements and modifications in Commercial and Collaboration Services.

Green bag recycling collection tonnages from households in Cardiff increased by 5% for the Christmas period compared to the same period in the previous year; 3,195 tonnes of green bags were collected in 2016 compared with 3,034 tonnes in 2015 and 2,564 tonnes in 2014. The new Lamby Way Household Waste Recycling Centre is being built to replace the old Lamby Way Site and will facilitate a greater volume of traffic on site and more skips to recycle a greater variety of materials. Construction is due to be completed by February 2017. A public communications and media plan is being prepared.

Issues:

1. **Building Maintenance Frameworks** – Develop fit for purpose Second Generation Building Maintenance Frameworks by summer 2017 to replace the current external contracts which are due to be renewed.
2. **Recycling Waste** – Increase the amount of high quality recycled waste to achieve recycling waste targets.

Mitigating actions:

1. **Building Maintenance Frameworks** – (1i) Undertake condition surveys of the Estates buildings to prioritise maintenance requirements to be built into Second Generation Building Maintenance Frameworks. This will support services to provide greater assurance of statutory obligation compliance and improve service performance to clients.
2. **Recycling Waste** – (2i) Developing Re-use Centre. (2ii) Launched new recycling collections. (2iii) Commenced commissioning of the food waste treatment facility in Tremorfa.

Next key steps:

1. **Building Maintenance Frameworks** – (1i) Inspections to be completed and prioritised. (1ii) Interim Building Maintenance Frameworks to be agreed.
2. **Recycling Waste** – (2i) Procure auto sorter. (2ii) Progress development of Re-use Centre – Secure property and third sector partner. (2iii) Review level of cross contamination in the food waste stream.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

7. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Ensure the new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, is operational by March 2017.	G	G	G	
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017.	A/G	A/G	A/G	
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016.	A/G	G	G	

Priority 4: Working Together to Transform Services

- Improvement Objective 4.3: The City of Cardiff Council makes use of fewer, but better, buildings

8. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
% Reduction in Gross Internal Area (GIA) of buildings in operational use	4.20%	4.2%	N/A	0.9%	3.5%	G	CP	
% Reduction in total running cost of occupied operational buildings	5.30%	4.4%	N/A	2.2%	2.7%	G	CP	
Reduction in maintenance backlog (£)	£2,335,961	£3,200,000	N/A	£3,054,000	£4.3m	G	CP	

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Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

9. Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.3. The City of Cardiff Council makes use of fewer, but better, buildings	<p>Progress: The inaugural Investment Estate Strategy has been completed and approved by Cabinet. A number of Capital Asset Transfers completed including Maes y Coed and Llanedeyrn Play Centre. Progressing Social Services moves and preparing for the disposal of Suffolk House to relinquish assets. Asset Management IT system approved by Investment Review Board and procurement being progressed.</p> <p>Issues: Availability of specific skill set in existing staff resource.</p> <p>Mitigating actions: Implement Estates Team restructure to address skills required.</p> <p>Next key steps: Continue to progress recruitment process.</p>

10. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Implement new Investment Estate arrangements in order to improve performance and returns by March 2017.	G	G	G	
Implement annual Corporate Asset Management Plan by March 2017 to deliver £1.6m of revenue savings and £3.78m of capital receipts through Property Rationalisation.	G	G	G	
Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017.	G	G	G	

11. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0% (0)	0% (0)	100% (5)	
Q2	0% (0)	17% (1)	83% (5)	
Q3	0% (0)	0% (0)	100% (5)	5 Corporate Plan PI results available to date. Awaiting results for 1 Corporate PI.
Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

12. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 11					Progress against Directorate Core Business Actions (Part 2) total: 9				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0% (0)	11% (1)	11% (1)	78% (7)	Q1	0% (0)	0% (0)	0% (0)	0% (0)
Q2	0% (0)	0% (0)	9.09% (1)	90.9% (10)	Q2	0% (0)	0% (0)	22.2% (2)	77.8% (7)
Q3	0% (0)	0% (0)	18.18% (2)	81.82% (9)	Q3	0% (0)	0% (0)	0% (0)	100% (9)
Q4					Q4				

13. Other Challenges and Achievements

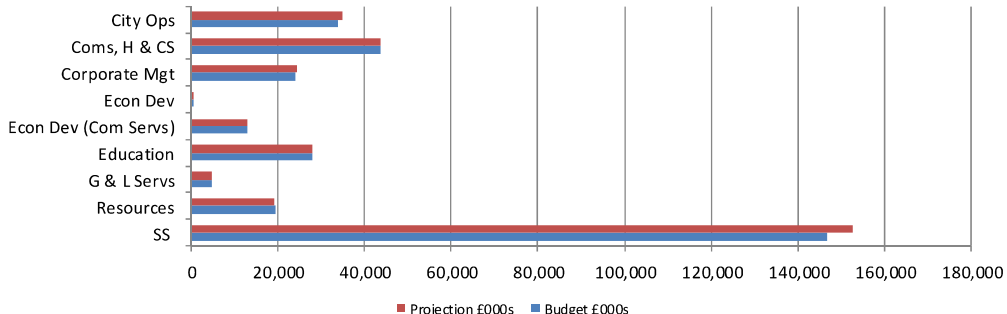
Key Challenges for Directorate – other than noted above (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Funding models to deliver key infrastructure projects including the bus station, and the proposed Arena	Arena – Development of business case for the Arena and discussions taking place with Welsh Government. Bus station – Develop detailed business case for alternative funding scenario.			A/G	
Agree a strategy for the future of City Hall	Complete detailed options appraisal of City Hall.			G	
A new attraction at Cardiff Castle	Explore options and funding.			G	
Agree a future operating model for St David’s Hall / New Theatre	Prepare report for consideration by Cabinet in Quarter 4.			G	
Resourcing key posts.	Complete recruitment process for key posts in CTS and Cleaning Services. Establish different approach to ensure staffing resource is available and to achieve Estates income targets.			A/G	
Key Achievements (Good News and Successes) (Max. five)					
Dumballs Road housing development – Land acquisition to proceed.					
Central Square – HMRC has committed to establishing a new office in Central Square.					
Callaghan Square – A major Chinese investor is progressing investment of land at Callaghan Square (for a joint venue with Cardiff Met University)					
Commercial and Collaboration – Secured the first Integrated Contract for Waste, Pest Control and Depot Facilities					
Commercial and Collaboration – Free bulky collection service set up					

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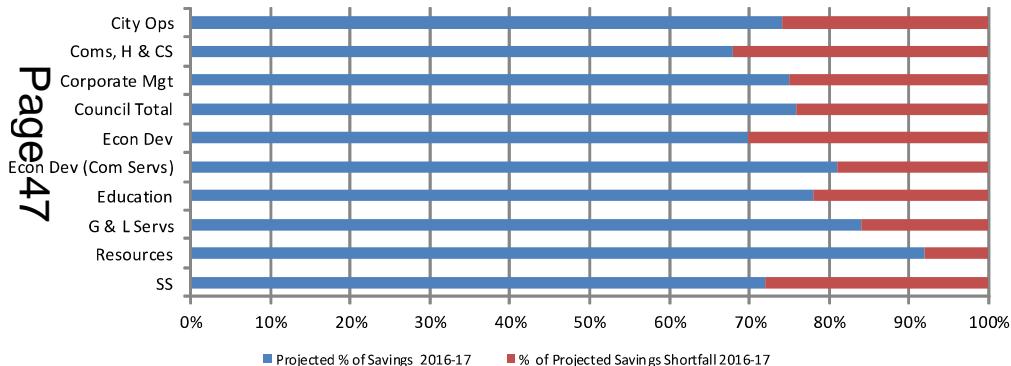
Council Overview Scorecard Quarter 3 2016-17

Financial - tracking financial success and value

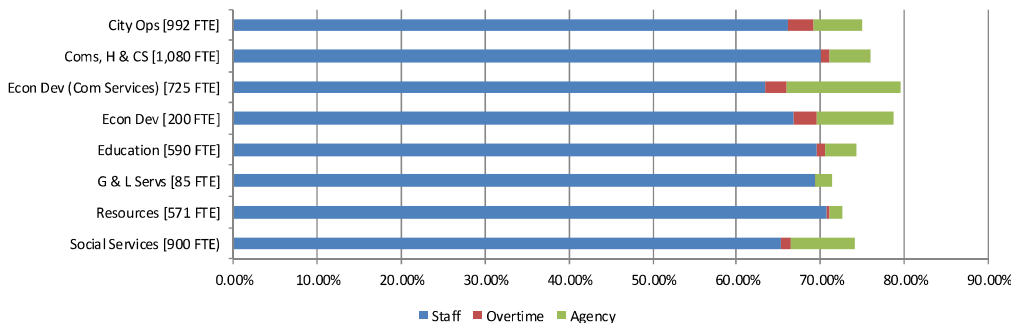
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 3

Customer - clarifying and adding value to the customer

Social Media

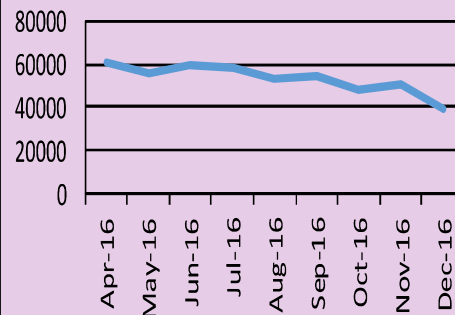
Twitter

68,055 followers @cardiffcouncil
 2,178 followers @cyngorcaerdydd
 8,269 Facebook Likes

Customer Satisfaction Levels Q2

Visitors to Hubs : **99%**
 Callers to C2C : English - **96%** Welsh - **97%**
 Repair Reporting Line : **89%**

Calls to Connect to Cardiff



Customer Languages

Welsh calls to C2C account for **0.68%** of the total calls.

Chinese, Polish, Hungarian and Portuguese are the most popular languages in which to view the Council's website

Other than English, Arabic (5.2%) and then Portuguese (1.1%) are the most popular language requirements for clients to the City Centre Advice Hub.

Of the 93,660 accounts set up with Rent Smart **2%** have been in Welsh

During the 1st half of the year there were **1,839,464** visits to Library & Hubs across the City.
 This is up from 1,101,367 (40%) for the same period last year.

77.5% of **Parking permit applications** now made online
 74.3% of **requests for caddies / extra bags** made online
 Over 60% of visits to the website made through **Mobile / Tablet Devices**

Complaints

527 complaints were received during Quarter 3. This is a 23% increase in complaints from Quarter 2, with 94% being responded to within 20 days

Information Requests

Compliance with Freedom of Information Requests was 92.17%. Compliance with multi-function requests increased from 81% in quarter 1 to 97% in quarter 3.

Council Overview Scorecard Quarter 3 2016-17

Internal Processes - transforming the way that we do things

Enabling & Commissioning Services

This portfolio will establish Council-wide measures to support effective delivery and cost reduction across all directorates.

↑ 14 Green

↓ 6 Amber/Green

→ 7 Red/Amber

→ 0 Red

Reshaping Services

Reshaping Services will exploit enabling technologies and develop working practices to facilitate the reshaping of key services across the Council.

Its aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost in order that they are sustainable within the tough financial climate.

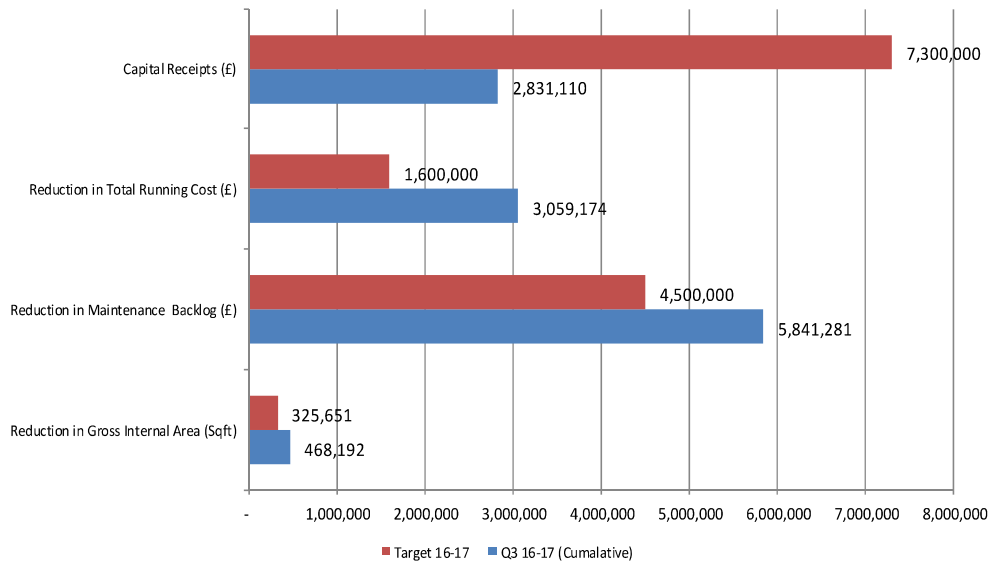
↑ 15 Green

↓ 7 Amber/Green

↑ 4 Red/Amber

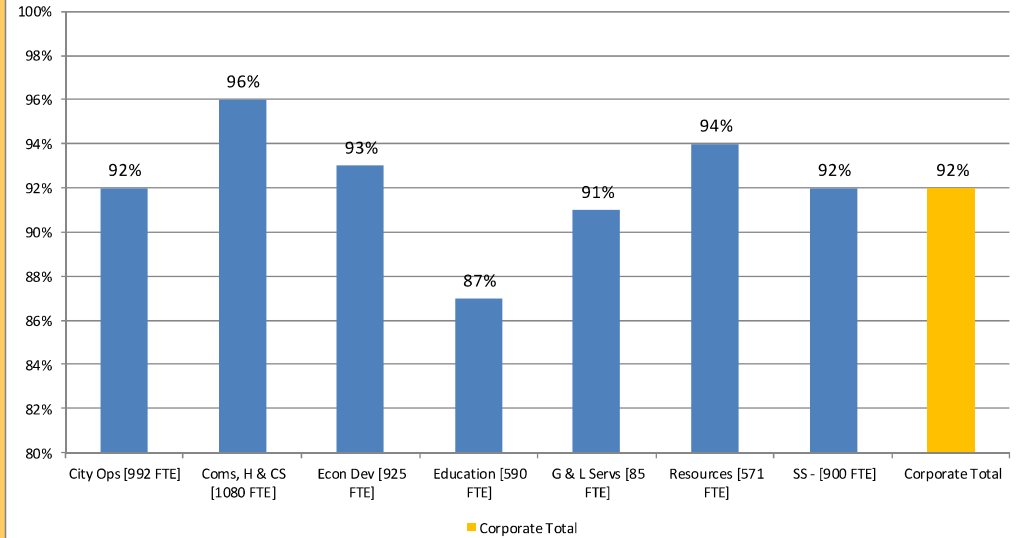
→ 0 Red

Corporate Asset Management 2016-17

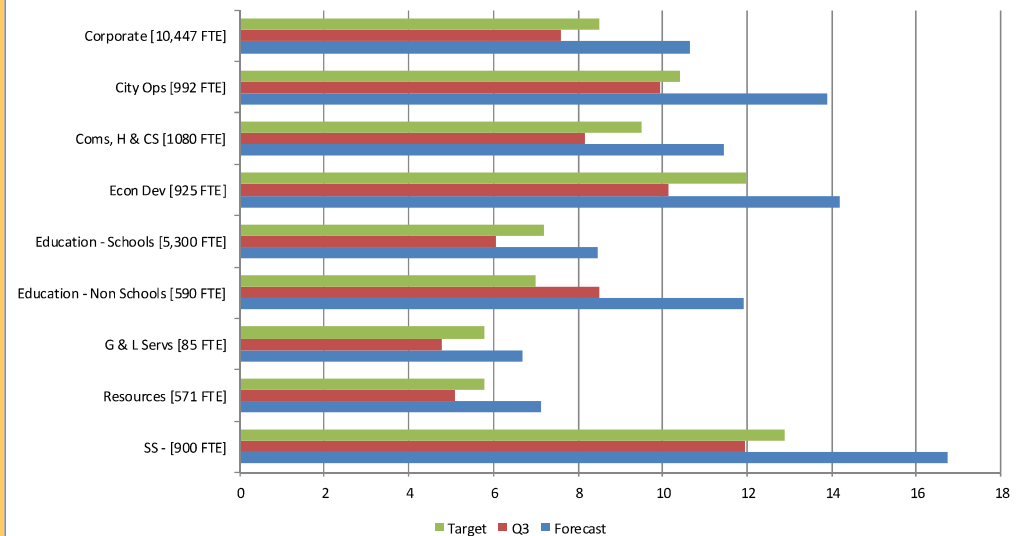


Learning & Growth - inspired, competent, engaged & aligned workforce

PPDR - Half Year Review Compliance



Sickness Absence - FTE Days Lost Per Person

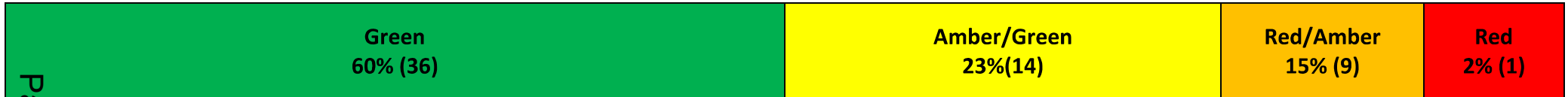


92% of Return to Work Interviews have been completed across the organisation

Q3 Delivery and Performance Report 2016-17

Performance against Commitments in the Corporate Plan 2016-17

Q3 2016-17 – (60)



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Performance against Performance Indicators included in this report

Q3 2016-17 – (44)



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Environmental Scrutiny Committee – Terms of Reference

The role of this Committee is to scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of environmental sustainability including:

- Strategic Planning Policy
- Sustainability Policy
- Environmental Health Policy
- Public Protection Policy
- Licensing Policy
- Waste Management
- Strategic Waste Projects
- Street Cleansing
- Cycling and Walking
- Streetscape
- Strategic Transportation Partnership
- Transport Policy and Development
- Intelligent Transport Solutions
- Public Transport
- Parking Management

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

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CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ENVIRONMENTAL SCRUTINY COMMITTEE:

7 MARCH 2017

ENVIRONMENTAL SCRUTINY COMMITTEE – DRAFT ANNUAL REPORT 2016/17

Background

1. The Cardiff Council Constitution requires all Scrutiny Committees to ‘report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate’.
2. A copy of the Environmental Scrutiny Committee’s draft Annual Report 2016/17 is attached at **Appendix 1**. This report outlines the Committee’s main activities undertaken during the 2016/17 Municipal Year. The year’s work has been set out under the following headings:
 - Inquiries;
 - Pre-decision Scrutiny;
 - Performance Monitoring;
 - Briefing Information;
 - Call In Meeting.
3. The report concludes by setting out topics which have been scrutinised by the Environmental Scrutiny Committee during the municipal year and those that the Committee has identified as suitable priorities for future scrutiny examination.

Legal Implications

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or

without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

5. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

The Committee is recommended to consider, if necessary amend, and approve the attached Environmental Scrutiny Committee Annual Report 2016/17 for presentation to Council.

DAVINA FIORE

Director of Governance & Legal Services

1 March 2017

scrutiny



A Report of: Environmental Scrutiny Committee

Annual Report 2016 – 2017

March 2017



City and County of Cardiff

ENVIRONMENTAL SCRUTINY COMMITTEE MEMBERSHIP



Councillor Paul Mitchell
(Chairperson)



Councillor Gareth Aubrey



Councillor Tariq Awan



Councillor Elizabeth Clark



Councillor Chris Davis



Councillor Gavin Hill - John



Councillor Keith Jones



Councillor Darren Williams

At the start of the municipal year Councillors Chris Lomax and Susan White were members of the Environmental Scrutiny Committee. During the municipal year Councillor Lomax sadly passed away, and Councillor White resigned her post as a councillor. They were replaced by Councillors Tariq Awan and Keith Jones in January 2017.

CHAIR'S FOREWORD



**Councillor Paul Mitchell, Chairperson
Environmental Scrutiny Committee
March 2017**

DRAFT

INTRODUCTION

The Environmental Scrutiny Committee plays an important role in assessing service performance and informing service policy development across a range of Council services, including all aspects of transport, sustainability, and waste.

This report presents the Committee's main activities during 2016/17. Between June 2016 and March 2017 the Committee scrutinised the following topics:

- **Inquiries** – Where the Committee had undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet. During 2016/17 examples included:
 - Restore Our Rivers Task & Finish Exercise – Verbal Update – 4 October 2016.
 - Restore Our Rivers Task & Finish Exercise.
 - Findings of the short task & finish exercise titled 'Tidal Lagoon' – 15 November 2016.
 - Restore Our Rivers – Draft Task & Finish Report – 10 January 2017.
 - Management of Section 106 Funding for the Development of Community Projects.
 - Joint Scrutiny: Environmental Scrutiny Committee and Economy & Culture Scrutiny Committee – Cardiff Central Transport Hub – 2016/17.

- **Pre Decision Scrutiny** – This provides the Committee with an opportunity to evaluate and comment on policy proposals before they go to the Council's Cabinet. This gives the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision. During 2015/16 examples included:
 - Infrastructure Services – Full Business Case – 6 June 2016.

- Cardiff Council Public Convenience Outline Strategy 2016 – 6 September 2016.
- Draft Cycling Strategy & Integrated Network Map – 10 January 2017.
- Draft Corporate Plan 2017 – 2019 & 2017/18 Draft Cabinet Budget Proposals – 14 February 2017.
- Cardiff's Transport Strategy – 14 June 2016.

- **Performance Monitoring** – Where the Committee has undertaken monitoring of the Council's performance. During 2015/16 examples included:
 - City Operations Directorate – Quarter 1 Performance Report 2016/17 – 6 September 2016.
 - Draft 2016 City of Cardiff Air Quality Progress Report – 6 September 2016.
 - Performance Reporting – Quarter 2 2016/17 – 15 November 2016.
 - Performance Reporting – Quarter 3 2016/17 – 7 March 2017.

- **Briefing Information** – Where the Committee receives information on a specific subject which has environmental implications to the Council and the City. During 2015/16 examples included:
 - Street Lighting – Member Briefing – 14 June 2016.
 - Cardiff's Energy Prospectus – Member Update – 12 July 2016.
 - Recycling & Waste Restricting Programme – One Year Update – 4 October 2016.
 - Pavement & Footway Maintenance in Cardiff – 4 October 2016.
 - Neighbourhood Services – Member Update – 15 November 2016.
 - Planning Service – Member Update – 6 December 2016.
 - Commercial & Collaboration Services – Progress Update – 10 January 2017.
 - Managing Litter in Cardiff – 15 November 2016.

- **Call In Meeting** - Where the Committee considers a request made by a non-Executive Member to review a recent Executive decision on a specific subject which has environmental implications to the Council and the City. During 2016/17 examples included:
 - Cardiff West Transport Interchange – Consideration of Called – In Cabinet Decision CAB/16/38 – 8 February 2017.

Over the year the Scrutiny Committee held 12 committee meetings and wrote 20 letters to the Cabinet, officers and external partners, sharing their comments/ recommendations and concerns following the scrutiny of items at committee meetings. This included one joint meeting.

Members have attended a number of other scrutiny events, including work programming meetings, and pre-meetings prior to Committee and task & finish group meetings.

TASK AND FINISH INQUIRIES

Environmental Scrutiny Committee – Restore Our Rivers Task & Finish Exercise – August 2016 to January 2017

The Environmental Scrutiny Committee undertook a task & finish exercise titled 'Restore Our Rivers' in partnership with the following co-opted partners:

- Dŵr Cymru / Welsh Water;
- Natural Resources Wales;
- Cardiff Rivers Group;
- Glamorgan Anglers;
- Keep Wales Tidy;
- South East Wales River Trust;
- Groundwork Wales.

The inquiry ran from August 2016 to January 2017 and considered a range of options and initiatives for improving the quality of rivers and water courses in Cardiff and the wider South East Wales River Basin. The terms of reference for the scrutiny exercise were:

The collaborative task & finish working group will consider, evaluate and address the current problems facing Cardiff's rivers and watercourses. In doing so the exercise will develop a series of work packages, which will review the following areas:

- *Measurement and benchmarking of the current condition of Cardiff's rivers and watercourses;*
- *Prevention opportunities which can be applied to Cardiff's rivers and watercourses;*
- *Educational opportunities which can be applied to Cardiff's rivers and watercourses;*

- *Improvement opportunities which can be applied to Cardiff's rivers and watercourses;*
- *Regional opportunities which can be applied to the rivers and courses of the wider South East Wales River Basin.*

In doing this the task & finish working group will explore best practice, receive witness contributions and access research resources from a wide range of sources. The task & finish exercise will address each of the five work package themes individually and a bespoke terms of reference will be created for each of the work packages.

The task & finish exercise will aim to identify a series of key findings and recommendations for each of the five work packages; these will be recorded in this report which will upon conclusion be submitted to the to the Welsh Government Cabinet Secretary for Environment and Rural Affairs; Cardiff Council's Cabinet Member for the Environment and the decision making body of each of the partner organisations who have provided representatives to support the collaborative task & finish working group. A copy of the report will be made available to other interested parties.

The collaborative task & finish working group will include Elected Members from Cardiff's Environmental Scrutiny Committee and co-opt appointed representatives from the Cardiff Rivers Group; Dŵr Cymru / Welsh Water; Glamorgan Anglers; Keep Wales Tidy; Natural Resources Wales and the South East Wales Rivers Trust.

In reviewing the various options the group drew upon a number of information sources. From this body of evidence the Members drew 140 key findings and 20 recommendations. The main recommendations were:

- **Recommendation 3** - Improving the water quality of the rivers in Cardiff involves taking a whole river catchment approach and not just addressing specific problems in Cardiff. As a consequence, the partners involved with the task & finish exercise need to work together to gain the support of all of the local authorities within the South East Wales River Basin, i.e. Cardiff,

the Vale of Glamorgan, Rhondda Cynon Taff, Merthyr Tydfil and Caerphilly. Only by working across the whole South East Wales River Basin can real long term improvements be achieved. Working in this type of collaborative way would help build connections and enhance the multi-agency working approach.

- **Recommendation 5** - The Swansea Loose Connections Project is an excellent example of how partnership work can improve water quality. Surveying a river system to identify misconnections and then addressing the problems at source is a very effective way to achieve quick improvements in water quality. The partners involved with the task & finish exercise should in part look to copy this approach and conduct a river survey to identify any misconnection issues. Should any misconnections be identified then appropriate action should be taken to address the problem.

- **Recommendation 8** - Dŵr Cymru / Welsh Water and Natural Resources Wales felt that working closely with local authority environmental health services was a highly effective way of target and deal with misconnections and sewer abuse. The partners involved with the task & finish exercise agreed with this approach. As a consequence, they would like Dŵr Cymru / Welsh Water, Natural Resources Wales and the environmental health teams of the five local authority areas to discuss the feasibility of:
 - Carrying out a check to ensure that all food establishments have grease / fat traps and enzyme dosing systems in place – they currently only check to see if used oil is collected and taken away;

 - Establishing closer working links between Environmental Health Officers and Dŵr Cymru / Welsh Water Sewer Network Abuse Protection Technicians – in particular around fat oil and grease issues where the Dŵr Cymru / Welsh Water officers are able to provide valuable support;

- Where the need arises, Environmental Health Officers and Dŵr Cymru / Welsh Water Sewer Network Abuse Protection Technicians carry out joint inspections;
 - Environmental Health Officers carrying Dŵr Cymru / Welsh Water 'Let's Stop the Block' literature so that they can provide copies to food establishments where they deem appropriate;
 - When there is a change of premises use to a class A3 food establishment, the occupants are made aware of their responsibilities in terms of fat, oil and grease management;
 - Issuing all food establishments with free fat funnels to help increase the recycling of fat, oil and grease.
- **Recommendation 9** - The partners involved with the task & finish exercise agreed with the need to undertake a survey and clean of the River Ely. This exercise should be project managed by Keep Wales Tidy with support being provided by the partner groups associated with the task & finish exercise. Keep Wales Tidy should explore a range of funding options to support this work and engage with volunteer groups to deliver a survey and series of prioritised tasks. The exercise should involve a survey, litter picks, river blockage removals, habitat management work, invasive species management and educational initiatives. The river survey should take place in January / February 2017 and the results from this work should then be used to prioritise tasks for river clean events, which should take place in spring 2017.
 - **Recommendation 13** - During the task & finish exercise 14 awareness raising campaigns and educational promotions were identified which the group felt could provide additional benefits / support to rivers and watercourses in the South East Wales River Basin. These were:
 - The Yellow Fish Campaign;

- The Hydro Power & Schools Campaign;
- The Salmon Homecoming Project;
- The Eel Programme;
- The Natural Resources Wales 'Healthy Rivers Campaign';
- The Capital Investment Campaign;
- The 'Let's Stop the Block' Campaign;
- The 'Clean Water Campaign';
- The KWT 'Cardiff Taff Tidy';
- The Ely top to toe survey and river clean;
- The Natural Resources Wales 'Slurry Pollution Campaign';
- The 'See it – Report it – Stop it' campaign;
- The 'Natural Resources Wales' programme;
- The 'Flush & Forget' campaign.

All of the task & finish partner organisations and the five local authorities from within the South East Wales River Basin should work together to amplify the key messages of these and other new campaigns across the whole area using a combined and well-structured communications approach, for example, if Dŵr Cymru / Welsh Water is looking to spread the message of the 'Let's Stop the Block' campaign then they should not do it in isolation. Instead they should pass the message onto all of the other partner groups for communication across a wide range of distribution channels, for example, social media, internal briefings & messages, websites, press releases etc.

- **Recommendation 15** - During the task & finish exercise it became clear that a number of different groups and organisations were promoting a diverse range of campaigns and educational initiatives aimed at improving the health of our rivers and watercourses. While all of this work was viewed as positive there was no single point to gather, distribute and effectively amplify the messages across the whole South East Wales River Basin. As a result, the task & finish exercise recommends that a central website is created to act as a single point of contact for people and groups interested in improving the health of our rivers and watercourses. To

ensure that the site website works effectively key features of the site should include:

- The site should act as a single point of contact to store or signpost visitors to the relevant information or messages provided by each of the partner organisations;
 - When a partner organisation posts a new message or piece of information it should trigger an automatic notification to the partner organisations informing them of the new posting. This would then allow the partner organisations to circulate the message via their communications function;
 - That one partner should probably have responsibility for hosting the site, however, all partners should have the ability to upload or post any new information onto the site;
 - That an information sharing protocol should be established between the partners - any new organisations joining the partnership should also be bound to this information sharing protocol;
 - That all legalities of establishing such a partnership website should be explored and understood at the outset;
 - For practical purposes such a system would need to be cost effective, simple and easy to use.
- **Recommendation 17** - Local authorities and the partner organisations associated with the task & finish exercise have in recent years worked well with volunteer groups to deliver a large number of projects aimed at improving local rivers and enhancing the wider natural environment. The task group endorses this work and recommends that even more is done to increase the good work that they deliver. Examples of additional support include:

- The development of a list of river improvement and environmental habitat improvement projects which as volunteer and supporting resources become available could be allocated to a suitable group, i.e. creating a situation where volunteer groups can be signposted to appropriate projects. Potential projects could be identified from the results of the River Ely survey which is scheduled for January / February 2017. The identified projects could be collated into a river improvement based action plan.
 - Publicising the good work of the volunteer groups through the communications functions of the partner organisations of the task & finish exercise. This would help raise the profile of the excellent work that they deliver and potentially encourage other people to follow their example and become volunteers.
 - Helping the volunteer groups form links with businesses and other organisations able to provide additional support for the work that they undertake. This it is felt would help improve partnership working in this area.
 - Helping to signpost the volunteer groups towards potential funding sources to help fund the important work that they undertake.
 - Creating a group or body to provide the facilitation role for river based improvement work in the South East Wales River Basin. They could develop project ideas and oversee the resources available before arranging for the work to be delegated to the volunteer and other groups.
- **Recommendation 20** - A South East Wales River Basin working group should be created to oversee the delivery of river and watercourse improvements. The task & finish exercise partners recommend that the group should:

- Coordinate shared resources, skills and knowledge from across the whole South East Wales River Basin;
- Hold a documented summary on the condition of the rivers and watercourses across the whole South East Wales River Basin;
- Monitor and document changes across the rivers and watercourses of the South East Wales River Basin;
- Coordinate the development of an action plan which would set out work priorities required to drive improvement across the South East Wales River Basin;
- Provide a facilitation and allocation role for South East Wales River Basin action plan;
- Identify funding sources that can be accessed by group members (or associated stakeholders) to undertake work;
- Include representation from the five local authorities (Cardiff, the Vale of Glamorgan, Rhondda Cynon Taff, Caerphilly & Merthyr Tydfil) and significant stakeholders (Natural Resources Wales; Dŵr Cymru / Welsh Water; Keep Wales Tidy; South East Wales Rivers Trust; Groundwork Wales; key volunteer groups; key river user groups; The Wildlife Trust & key community groups).
- Meet on a quarterly basis, keep operational costs to a minimum and rely on contributions in kind (for example, accommodation and staff costs).

During the period of the Restore Our Rivers Task & Finish Exercise regular updates were provided to the Committee around the progress of the inquiry, for example, a verbal update was provided at the Environmental Scrutiny Committee meeting on the 4 October 2016. The

draft report titled 'Environmental Scrutiny Committee – Restore Our Rivers' was considered and approved for publication at the Environmental Scrutiny Committee on the 10 January 2017.

It hoped that during the 2017/18 Municipal Year a South East Wales River Basin Working Group will be created by the Council, the co-opted partner organisations and other relevant parties to drive forward the recommendations of the Inquiry.

DRAFT

Tidal Lagoon Short Task & Finish Exercise (15 November 2016)

The Environmental Scrutiny Committee Short Task & Finish Exercise titled 'Tidal Lagoon' took place on 15 November 2016. Its aim was to provide Members with the opportunity to consider potential proposals for the development of a tidal lagoon in an area of the Severn estuary between Cardiff and Newport. The terms of reference included receiving:

- *An outline summary of the potential project proposals for the development of a tidal lagoon;*
- *An update on the potential proposals for the development of a tidal lagoon;*
- *A briefing on the current status of the Hendry Review and the impact that this may have on the development of tidal power locally and across the United Kingdom;*
- *An explanation of the planning process that would be required for the development of a tidal lagoon;*
- *The potential opportunities and issues facing the development of a tidal lagoon;*
- *The next steps facing the potential development of a tidal lagoon.*

After the meeting a letter was sent from the Chair of the Environmental Scrutiny Committee to the Cabinet Member for Transport, Planning & Sustainability that made the following comments and recommendations:

- The Members acknowledged the potential significance and scale of the tidal lagoon infrastructure project. They understood that the impact of such a project could be vast and hugely complex and acknowledged that the Council was potentially facing a huge knowledge gap on matters that, in the event of the project progressing, would need to be overcome. They agreed with the view put forward that gaining a good understanding of all issues involved with the project was essential for getting the best deal for Cardiff citizens.

- Members acknowledged that, despite any concerns that they might have, was just an outline proposal. It relied heavily upon a favourable outcome from the Hendry Review and then securing a suitable financial proposal to deliver a multi billion pound project. The task group believed that the best way forward would be to:
 - Await the outcome of the Hendry Review and then when provided to quickly arrange a meeting to discuss the findings of the review (whatever the outcome) and assess what this meant for Cardiff.
 - Should the outcome be favourable towards delivering the tidal lagoon project then the Members believed that scrutiny and the Council should hold a scoping event to identify and map all of the issues that a project of this scale would inevitably create.
 - In principle the Members agreed with the idea of developing some form of joint scrutiny with Newport City Council and any other public bodies with a significant interest in the development of the tidal lagoon. However, before looking to put any such arrangements in place it would seem prudent to reflect on the outcome of the Hendry Review and any subsequent Cardiff tidal lagoon scoping exercise.
 - Members noted and agreed with the comments made by the Head of Planning that additional planning resources would need to be made available to support a project of this scale. Equally the Members felt that scrutiny would require additional support to properly scrutinise a project of this type and scale.

The Cabinet agreed to await the outcome of the Hendry Review and use the information from the task and finish letter to inform its future work on the Tidal Lagoon.

Management of Section 106 Contributions

Task and Finish Exercise

This Environmental Scrutiny Committee inquiry started in late February 2016 and a draft version of the report was presented at the Committee meeting on 7 March 2017. It evaluates the process involved around the use of Section 106 contributions (and other relevant planning obligations) in the development of community projects. In particular it focuses on:

- the regulations governing the types of projects that can be funded;
- how Section 106 contributions (and other planning obligations) are managed;
- the consultation and engagement which takes place between councillors, officers and the public;
- the impact of the Community Infrastructure Levy Regulations on the Section 106 funding process;
- how community projects are identified through the Section 106 process; and
- examples of good practice in this area.

Joint Scrutiny: Environmental Scrutiny Committee and Economy & Culture Scrutiny Committee – Cardiff Central Transport Hub – 2016/17

As part of their 2014 – 15 work programmes, the Environmental and Economy and Culture Scrutiny Committees agreed to establish a joint task and finish inquiry focussed on arrangements for the new Central Transportation Hub. It was agreed that the Economy and Culture Scrutiny Committee would take the lead on this work, given the existing commitments of the Environmental Scrutiny Committee.

In 2014 – 15, given the tight timescales prior to a Cabinet decision it was deemed unlikely that Scrutiny could provide the full rigour of a task and finish Inquiry within the time available. As such, it was agreed that a series of individual meetings on specific themes would be arranged, with letters and recommendations submitted following each meeting.

Three meetings of this inquiry were held as part of the 2014 – 15 work programme, and a further three meetings were held as part of the 2015 – 16 work programme. A seventh meeting of this inquiry was held in September 2016. A summary of this meeting and the correspondence between the Inquiry Members and Cabinet Member is given below.

Meeting 7 – Pre-decision Scrutiny – Design Scheme and Funding Options (22 September 2016)

At this meeting Members were given an overview of the current position with regard to the design scheme for the transport interchange building, an outline of progress made to date and the future funding options to be considered by the Council. Cllr Rod McKerlich, Chair of the Economy and Culture Scrutiny Committee wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Note that a substantial change to the design proposals was for car parking spaces to be provided above ground rather than below. The rationale behind this decision was the additional cost and time it would take to build underground parking, and with this in mind Members welcomed the change.
- Note Members' confidence that the transport interchange element of the building will be delivered and will have the capacity to cope with the required bus traffic through the city centre – regardless of changes to the upper floors of the building.
- Note that Members were pleased consideration is being given to opportunities that could generate income for the Council and their awareness that these options come with varied levels of risk.
- Highlight the importance of potential risks and rewards being fully quantified in order for the right decision to be made for Cardiff.
- Endorse the report and recognise the need for the recommendations being made, namely to proceed with a planning application based on the current design scheme, to undertake a detailed business case to establish a preferred funding approach and to underwrite the second phase of design costs.

The response received from the Cabinet Member - Transport, Planning & Sustainability stated that:

- He was grateful for the continued support and feedback of Scrutiny and confirmed that points raised in relation to potential risk associated with financial arrangements would be noted.

- A future Cabinet decision would be needed on the detailed business case in early 2017 and confirming Scrutiny would be offered the opportunity to consider the details of the report.

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PRE DECISION

Joint Scrutiny: Environmental Scrutiny Committee and Policy Review & Performance Scrutiny Committee – Pre-Decision of the Infrastructure Services – Full Business Case (6 June 2016)

The meeting on 6 June 2016 provided the Environmental Scrutiny Committee and the Policy Review & Performance Scrutiny Committee with the opportunity to jointly scrutinise and comment on an item titled 'Pre Decision of the Infrastructure Services – Full Business Case'. The Cabinet Members for the Environment and Corporate Support & Performance were invited to the meeting, supported by officers from the City Operations Directorate. Discussion prompted questions and comments that were put into a letter sent to the Cabinet Members. The key points made in the letter were:

- The Committee felt that future emphasis should focus on monitoring of the performance and delivery of the successful Modified In House model. To support this Members made the following performance monitoring suggestions:
 - Members wanted to scrutinise the new performance measures for the new service at the earliest possible opportunity. They felt that the new performance monitoring package should focus on key areas including the reduction in operating cost; net profit from income generated; customer baseline information and monitored performance against the established action plan.
 - The Members asked for the new performance measures, business plans and action plans to clearly link back to the strategic objectives set out in the project.

- The Committee agreed that the progress of the Modified In House approach needed to be properly monitored on a regular basis to ensure that savings and improvements were delivered. Reviewing progress on an annual basis, for example, would not be sufficient due to the magnitude of the change required and the fact that delivery failures around specific key enablers (for example, the Fleet Management Software and other ICT projects) could significantly hold back project success. It was felt that receiving monitoring reports on a quarterly basis was appropriate – this would tie in with the Council’s quarterly performance reporting structure.
- Members recommended that the clusters and individual services within the ‘Commercial & Collaboration’ programme needed to be individually reported against and not simply monitored as a part of a wider directorate context.
- The Committee were concerned that the preparation of the Modified In House business plan 2017 to 2021 would not start until September 2016 with an approval date of January 2017. Members felt that business plans should have been made available alongside the Infrastructure Services Full Business Case to clearly identify a way forward for the new Modified In House approach.
- The Committee remained concerned at the speed of implementation of the new fleet management software for Fleet Services. For the past two years scrutiny through various formats had repeatedly stressed the need to introduce a fleet management system into Central Transport Services.
- Members acknowledged the importance of the ICT projects being developed with the support of Enterprise Architecture, for example, mobile scheduling, mobile working devices and rostering software. The Committee asked for regular updates over the next 10 months to ensure that these important ICT projects remain on track to give the Modified In House approach the best chance of success.

Cardiff Council Public Convenience Outline Strategy 2016 (6 September 2016)

The meeting on 6 September 2016 provided the Environmental Scrutiny Committee with the opportunity to scrutinise and comment on an item titled 'Cardiff Council Public Convenience Outline Strategy 2016'. The Cabinet Member for the Environment was invited to the meeting and he was supported by officers from the City Operations Directorate.

Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Environment. The key points made in the letter were:

- The Committee agreed with the importance of signposting the location of toilets in Cardiff to the public. They felt that the use of established 'third party apps' was a very effective and practical way of communicating this information.
- Members were concerned about the problem of urinating in public (particularly in the city centre). During the way forward the Committee discussed what could be done to better manage this problem and in doing so they suggested that the Council should initiate a 'go before you go' campaign to target public houses, restaurants and other licenced premises. Such a campaign would be designed to remind the people of the importance of visiting the toilet before leaving the establishment and reduce the number of incidents of urinating in public.
- In addition to this they asked that the Council explored the option of issuing penalty charge notices against those urinating in public places.

Draft Cycling Strategy & Integrated Network Map (10 January 2017)

The meeting on 10 January 2017 gave Members the opportunity to scrutinise and comment on an item titled 'Draft Cycling Strategy & Integrated Network Map'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting, supported by officers from the City Operations Directorate. Following discussion, questions and comments, Committee sent a letter to the Cabinet Member, making the following key points:

- The Committee welcomed the creation of a Cardiff Cycling Strategy stating that achieving a 50:50 modal split by 2026 was important for maintaining the quality of life of Cardiff residents. They also felt that the 'Draft Cardiff Cycling Strategy' and 'Integrated Network Map' were positive documents because they:
 - Set out a series of ambitious targets;
 - Provided a defined vision and series of actions to improve Cardiff's cycling infrastructure;
 - Identified the trends that need to be addressed;
 - Documented Cardiff's current and proposed cycling infrastructure;
 - Provided sustainable transport links between key parts of the city and strategic development sites.
- The 'Cardiff Draft Cycling Strategy 2016 to 2026' explained that the Council only spends £3.84 per resident per annum on cycling – this was very low when compared to cities like Amsterdam and Copenhagen who spend approximately £18 per resident per annum. The Committee felt that a relatively small per resident increase in cycling investment would produce significant health benefits, which in the medium term would help reduce other financial pressures facing the Council and health service.

Draft Corporate Plan 2017 to 2019 & 2017/18 Draft Cabinet Budget proposals (14 February 2017)

The meeting on 14 February 2017 provided the Committee with the opportunity to scrutinise and comment on the 'Draft Corporate Plan 2017 to 2019 & 2017/18 Draft Budget Proposals'. The Cabinet Members for the Environment; Transport, Planning & Sustainability; and Corporate Services & Performance were invited to the meeting. They were supported by officers from the City Operations, Commercial & Collaborative Services and the Resources Directorate.

The three letters sent after the meeting to the Cabinet Member for the Environment; the Cabinet Member for Transport, Planning & Sustainability and the Cabinet Member for Corporate Services & Performance made the following key points:

Letter to the Cabinet Member for the Environment

City Operations Directorate

- The Committee welcomed the additional £350,000 allocated towards the 'Intensive Cleansing Initiative' financial pressures bid and the nine new jobs that this created. They understood that much of the money would be directed towards cleansing in and around the city centre; however, felt that at least some of the funding needed to benefit the other wards of the city. As a consequence they asked how the extra money would be used to support cleansing outside of the city centre and if additional resources would be put in place to fund a liaison officer to work with retailers (particularly those in district shopping centres) in the city.
- The Committee were encouraged to hear that the Neighbourhood Services enforcement figures had increased by 75% in the quarter 3 of 2016/17.

Commercial & Collaborative Services

- The Committee were concerned that the reduction of £468,000 in the Welsh Government 'Single Revenue Grant (Environment)' had effectively forced the Council to plug this funding gap through a financial pressures bid. Members asked for more lobbying of the Welsh Government to ensure the 'Single Revenue Grant (Environment)' was not further eroded.
- The Committee supported the additional £218,000 allocated towards a new 'Recycling & Re-use Centre' as the result of a financial pressures bid.

Letter to the Cabinet Member for Transport, Planning & Sustainability

- Members supported the idea of developing further 20 mph zones across Cardiff and welcomed the additional £200,000 allocated towards such schemes through the Financial Resilience Mechanism.
- The Committee welcomed the additional funds allocated from the Financial Resilience Mechanism towards improvements of the highway asset, for example, the £540,000 for highway & footway reconstruction and the £320,000 for continued targeted highway improvement across the city.
- Members felt that the introduction of 'parking sensor apps' was an exciting new development which illustrated the Council's appetite to embrace new technology to help better manage parking and traffic congestion.

Letter to the Cabinet Member for Corporate Services & Performance

- Members felt that the budget consultation process had improved during 2016/17; in particular they were pleased to see that over 6,500 people had taken part in the exercise. However, they felt that there was scope for further improvement and recommended that the Council should review the 2016/17 process and compare it against the consultation work undertaken by other local authorities.

- Members noted the Council's commitment to paying of the voluntary living wage and the efforts it had made to encourage partners and contractors to do the same.
- The Committee understood that the Council is limited in what it can do to change the one-year financial settlement process; however, they supported any lobbying efforts that the Council could make to attempt to extend the financial planning window, for example, increasing this to a three year payment cycle.

Cardiff's Transport Strategy (14 June 2016)

At their meeting on 14 June 2016 the Committee scrutinised and commented on an item titled 'Cardiff's Transport Strategy'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting, supported by officers from the City Operations Directorate. Following the meeting the Committee wrote to the Cabinet Member, making the following key points:

- The Committee wanted to see a commitment to establishing a 'circle line' around Cardiff as a part of the South Wales Metro proposals. In particular they felt that developing a link between Coryton and Radyr would be a logical step which would help complete a natural circle route for the city.
- The meeting discussed the importance of securing any pieces of land which were vital for protecting any heavy and / or light alignment points; this approach it was felt should make the longer term development of the South Wales Metro much easier and cheaper. The Committee stressed the importance of establishing a suitable land purchase compensation scheme at the first possible opportunity to support this process.

- During the meeting a Member stressed the importance of properly maintaining highway routes leading to key transport sites, for example, railway stations and park & ride facilities. Having well maintained highways in these areas would provide cyclists looking to access rail travel with confidence which in turn would encourage modal transfer.
- Members agree with the idea of implementing 20 mph zones, however, were concerned that in some areas there appeared to be a lack of enforcement and signage to support the new schemes. They felt that without any clear enforcement initiatives and appropriate signage motorists would simply ignore the lower speed limits. The Committee asked that the Council liaised with key agencies like South Wales Police to ensure that proper measures were put in place for existing and new schemes.
- During the meeting a Member explained that residents in two new housing developments in Pontpennau and Pentrebane had received bus travel subsidies on the day that they moved into their new property. The Committee felt that this was a good idea as it helped promote good travel habits from residents of the new housing developments. They asked the Cabinet Member to look into the practicality of extending this approach to all new housing developments in future.

PERFORMANCE MONITORING

Quarterly Performance Monitoring 2016/17

During 2016/17 the Committee received quarterly performance monitoring reports for the first three quarters of 2016/17. Quarter 1 focused solely on the performance of services within the City Operations Directorate. Following the creation of Commercial & Collaborative Services during the year, this was expanded to include parts of the Economic Development Directorate in Quarters 2 and 3.

➤ **City Operations Directorate – Quarter 1 Performance Report 2016/17 (6 September 2016)**

On 6 September 2016 Members considered the 'City Operations Directorate – Quarter 1 Performance Report', covering the period 1 April 2016 to 30 June 2016. After the item Members made the following comments relating to the Environment Portfolio and Transport, Planning & Sustainability Portfolio:

Transport, Planning & Sustainability Portfolio

- The 'City Operations Directorate – Quarter 1 Performance Report 2016/17' stated that 17 performance indicators are included in the 'Directorate Delivery Plan'; of these eight were annual and nine were reported on a quarterly basis. From the nine quarterly indicators only four were published in the 'City Operations Directorate – Quarter 1 Performance Report 2016/17' and five were omitted as they were 'awaiting validation'. Members were concerned about this as in effect they were scrutinising the performance of the City Operations Directorate with access to only 23.5% of the identified performance indicators. To support more detailed scrutiny they asked that the five indicators which were 'awaiting validation' were

included in the 'City Operations Directorate – Quarter 2 Performance Report 2016/17' with the appropriate caveat.

- The Committee were pleased to see that PLA/004(a) (the percentage of major planning applications determined during the year within 13 weeks) and PLA/004(c) (the percentage of household planning applications determined during the year within 8 weeks) were green in Quarter 1 after a series of amber and red results during 2015/16.

Environment Portfolio

- During the meeting some Members raised a concerns over the fly tipping incidents in flat communal areas and asked if there were any practical measures that the Council could apply to improve the situation; in particular they were keen to identify ways to improve enforcement.
- A Member commented that the performance indicator results for the removal of fly tipping during Quarter 1 were very impressive and asked for more information on how the fly tipping results were reported and the sources from which they were generated.

➤ Performance Reporting – Quarter 2 Performance 2016/17 (15 November 2016)

On 15 November 2016 Members considered the 'Quarter 2 Performance Report 2016/17'; covering the period 1 July 2016 to 30 September 2016. After the item Members made the following comments relating to the Environment Portfolio and Transport, Planning & Sustainability Portfolio:

Transport, Planning & Sustainability Portfolio

- At the meeting the Committee reiterated their view that light rail was the best way forward for the South Wales Metro. They felt that the scheme was a more cost effective and flexible transport system. They also stressed

the importance of completing the circle line between Coryton and Radyr as this would significantly improve the transport linkage between the east and west of the city.

Environment Portfolio

- When talking about reuse facilities the Cabinet Member explained that such a scheme would work against the Council in terms of achieving its recycling target. Members were told that when an item is reused instead of being recycled it does not contribute to Cardiff's recycling total - the cabinet Member felt that this was unfair as reuse should probably be at the top of the recycling hierarchy. The Committee agreed with the Cabinet Member's position on this and asked that he lobbied the Welsh Government to provide 'recycling credits' for any reused items.

The City of Cardiff – Draft 2016 Air Quality Progress Report (6 September 2016)

The meeting on 6 September 2016 provided the Environmental Scrutiny Committee with the opportunity to scrutinise and comment on an item titled 'The City of Cardiff – Draft 2016 Air Quality Progress Report'. The Cabinet Member for the Environment was invited to the meeting and he was supported by officers from the Shared Regulatory Service. Discussion prompted questions and comments which were put in a letter to the Cabinet Member the Environment. The key points made in the letter were:

- The Committee felt that 'The City of Cardiff – Draft 2016 Air Quality Progress Report' was a through and well constructed report and passed on their thanks to the officers from the Shared Regulatory Service for the time taken to prepare the document.
- Members were pleased that air quality standards have gradually improved in Cardiff and understand that this appears to be largely down to the gradual improvement of vehicle engines. To support this gradual improvement the Committee asked the Cabinet Member to encourage all bus companies operating in the city to introduce more low polluting hybrid vehicles.

BRIEFING INFORMATION

Members Update: Street Lighting – Member Briefing (14 June 2016)

The meeting on 14 June 2016 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Street Lighting Member Briefing'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for Transport, Planning & Sustainability. The key points made in the letter were:

- Members were supportive of the work being undertaken by the Council to procure 13,608 LED lanterns for Cardiff's strategic routes. They felt that the anticipated energy, carbon and financial reductions were a positive thing, however, they were concerned that only the highways lighting stock were within the scope of the tender exercise while the street lighting controlled by housing and parks was excluded. They asked that the Cabinet revisit the proposal to review if it was possible for housing and parks street lighting to be included in the LED scheme; either now or in the near future.
- During the meeting Members asked for confirmation of the anticipated financial savings to be delivered through the LED street lighting scheme.

Members Update: Cardiff's Energy Prospectus - Member Update (12 July 2016)

The meeting on 12 July 2016 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Cardiff's Energy Prospectus – Member Update'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for Transport, Planning & Sustainability. The key points made in the letter were:

- They congratulated the officers in the Energy Team for the considerable progress that had been achieved since the last scrutiny of Cardiff's Energy Prospectus in June 2015. In particular they were encouraged that:
 - projects like Radyr Weir have been delivered;
 - progress had been made on the Kelda Anaerobic Digestion Plant;
 - numerous energy efficiency projects had been delivered in schools on the Council's estate and across the wider community;
 - the Council had help drive forward seven exceptionally innovative energy projects;
 - Cardiff now delivers 35MW of local renewable energy (equating to 16% renewable energy provision per head of population - making Cardiff the fourth most successful city in the UK); and that
 - the Energy Team had attracted £6m in external grant funding in the last three years.

- Members were concerned about the implications that 'Brexit' might have on a number of projects contained within Cardiff's Energy Prospectus and asked for a summary of the potential impacts from 'Brexit' on projects within Cardiff's Energy Prospectus.

- They were supportive of the Groundwater Heat Project currently being developed in Cardiff and felt that using the 28 billion litres of warm water

underneath Cardiff could provide sustainable heating across large parts of the city.

- The Committee found the seven innovation projects being supported by the Council both fascinating and exciting. Innovative ideas like the 'Vivus Lime' quick drying lime render; the 'Q-Bot' underfloor insulation robot; the portable renewables SBRI and the Hydrogen Enabled Local Energy projects came across as both ground breaking and financially lucrative. They asked for details of the longer term benefits of these projects and confirmation as to whether the Council held a financial stake in any of the initiatives.

Member Update: Recycling & Waste Restricting Programme – One Year Update (4 October 2016)

Committee scrutinised and commented on an item titled 'Recycling & Waste Restricting Programme – One Year Update' on 4 October 2016. The Cabinet Member for the Environment attended the meeting with officers from Commercial & Collaborative Services. Following discussion, questions and comments, Committee wrote to the Cabinet Member for the Environment, making the following key points:

- The Committee asked the Cabinet Member to consider introducing large boards to show the percentage of recycling achieved from materials presented at household waste recycling centres in Cardiff. It was felt this would raise awareness of the need to maximise recycling rates and act as a reminder to staff and the public of the targets that need to be achieved.
- The Committee asked for further information on any new schemes for dealing with waste on property frontages with particular reference as to how the scheme could be accessed and the educational work taking place to support improvements in this area.

Member Update: Pavement & Footway Maintenance in Cardiff (4 October 2016)

The meeting on 4 October 2016 gave Committee the opportunity to scrutinise and comment on an item titled 'Pavement & Footway Maintenance in Cardiff'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting, supported by officers from the City Operations Directorate. The letter sent to the Cabinet Member after the meeting made the following key points:

- Members agreed that the best long term approach for pavement and footway maintenance in Cardiff was to take a steady state funding approach. This echoed the comments made about maintenance of the overall highway asset in May 2016.
- Members noted the importance of a well maintained highway asset for Cardiff and in particular emphasised the need for good quality carriageways and pavements. They asked that the Cabinet continued to look for additional capital funds to support further improvements to the overall highway asset.
- The subject of parking across paving slabs and pennant stone was raised during the meeting. Members were concerned about the damage that such irresponsible parking causes and the financial impact that this has on the highway maintenance budget. They asked for a summary of the costs created by this problem.

Member Update: Neighbourhood Services (15 November 2016)

The meeting on 15 November 2016 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Neighbourhood Services – Member Update'. The Cabinet Member for the Environment attended the meeting with officers from the City Operations Directorate. Discussion prompted questions and comments that were put in a letter to the Cabinet Member. The key points made in the letter were:

- The Committee continued to advocate the use of body cameras for both evidence gathering and supporting personal safety, particularly for roles that involve enforcement activities.
- The Committee welcomed the implementation of the balanced scorecard approach for performance management within Neighbourhood Services. They looked forward to reviewing the new balanced scorecard and the initial results for Neighbourhood Services in March 2017.

Member Update: Planning Service (6 December 2016)

The meeting on 15 November 2016 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Planning Service – member Update'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and comments that were put in a letter to the Cabinet Member for Transport, Planning & Sustainability. The key points made in the letter were:

- Members congratulated Cardiff's Planning Service for their exceptional performance in 2016. In particular, that in 2015/16 they had:
 - processed 3,053 planning applications (a 20% increase);
 - achieved the £1.93 million income generation target;
 - supported the delivery of Cardiff's Local Development Plan;
 - achieved exceptionally low sickness rates;
 - processed an average number of 186 planning applications per planning officer (by far the highest number in Wales);
 - dramatically increased performance against the two main Welsh Government planning indicators; and
 - performed consistently well against the Welsh Government planning applicant feedback indicators.
- The Committee thanked the Cardiff's Planning Committee for the large number of planning applications that they considered 2015/16. The number of applications processed was significantly higher than any other Welsh local authority planning committee.
- Members noted that the planning fee income target for Cardiff's Planning Service had increased every year for a number of years. They congratulated the Planning Service for achieving these targets, however, were concerned at the regular increases and additional pressures being placed on staff. Members felt that further income target pressures could result in a fall in staff morale, which in turn could increase sickness levels

and ultimately reduce staff productivity. This would affect key targets and the quality of work. In addition to this they questioned the achievability of such targets in the event of an economic slowdown. They concluded by stating that continually increasing planning fee income could become counterproductive and that the policy of continually increasing planning fee income year on year should be reviewed.

- Members noted the comments made by the head of Planning that there were no outstanding actions for the implementation of the Local Development Plan.
- The Committee asked to be consultees for the new Supplementary Planning Guidance for Student Accommodation that was being developed for 2017.
- During the meeting Members noted the importance of a fully adopted Local Development Plan in controlling the development of Cardiff and protecting / supporting the needs of residents. Without such a process the Council would not be able to properly manage where and how development takes place.

Member Update: Managing Litter in Cardiff (15 November 2016)

The meeting on 15 November 2016 gave Committee the opportunity to scrutinise and comment on an item titled 'Managing Litter in Cardiff'. The Cabinet Member for the Environment was invited to the meeting, supported by officers from the City Operations Directorate.

Committee's key points following the meeting were:

- The Committee noted the scale of the task facing Cardiff's Street Cleansing Service in keeping the city clean. They thanked all of the staff involved in the task and congratulated them for the improvements delivered in the last 12 months. In particular they felt that the improvement in the scores of the two 'Local Government Data Unit Wales Report – 2015/16' indicators had been a great success.
- Members agreed with the proactive educational messages being delivered in areas like Cathays and welcomed the approach of directing these messages at university students. They also agreed with the idea of issuing house based fixed penalty notices against shared houses.
- The Committee acknowledged the significant improvement achieved in increasing the percentage of reported fly tipping incidents cleared within 5 working days from 82% in 2014/15 to 97.91% in 2015/16. This moved Cardiff from the 21st to the 4th best performing local authority in Wales.
- It was noted that Neighbourhood Services were in the process of implementing a new AMX infrastructure asset management tool and that a 'reporter app' was being developed to make it easier for the public to report things like potholes and fly tipping incidents. The Committee welcomed this approach and looked forward to a progress update.

Member Update: Commercial & Collaboration Services – Progress Update (10 January 2017)

The meeting on 10 January 2017 provided the Environmental Scrutiny Committee and Policy Review & Performance Scrutiny Committee with the opportunity to scrutinise and comment on an item titled 'Commercial & Collaboration Services – Progress Update'. The Cabinet Members for the Environment and Corporate Services & Performance were invited to the meeting and were supported by officers from Commercial & Collaborative Services. The key points put into a letter to the Cabinet Members were:

Fleet Services

- Members welcomed the implementation of the Civic Tranman fleet management software believing that this would be a vast improvement to the card and spreadsheet systems previously used. It would create significantly better financial control across the service.
- The Committee were very pleased at the progress that had been made in terms of balancing the budget. At the time of the meeting the service had been anticipating a budget overspend of £24,000 for 2016/17, however, this was a significant improvement when compared to the £1.76 million overspend which was achieved in 2013/14.
- Members were pleased to see that the vehicle utilisation programme had already started to deliver savings against a two-year savings target of £400,000.
- The Committee welcomed the introduction of zero-based budgeting and cost pricing model into Fleet Services. This was something that was advocated during recent scrutiny of the Infrastructure Services project.

- It was pleasing to see that the service had a better understanding in terms of the actual capacity and capability of the service. For example, understanding how much of the workshop was actually used had created new income generation and partnership opportunities.

Total Facilities Management

- Members welcome the approval to start the installation of the RAMIS system in early 2017. They felt that this much needed property maintenance system would provide an essential single point to consolidate property data from across the whole Council estate.
- They welcomed the increased focus on income generation; in particular they were pleased that the service was focusing its attention on gaining back lost business from schools.
- The Committee welcomed the projected budget surplus of £102,000 for the financial year 2016/17. This was viewed as a positive achievement given the recent changes to the service.

Recycling & Waste Services

- Members noted that the sickness levels within Recycling & Waste Services were high. They accepted that some improvement had taken place and hoped to see further improvements to service sickness levels.
- The Committee were pleased that the service was progressing with further ICT procurement of in cab and mobile working solutions. They hoped that the new systems would improve efficiency and help avoid “failure demand”.
- They were pleased that the Commercial Waste Service had continuously increased its income levels during 2016/17, for example, they had recently

won a Millennium Stadium contract for dealing with Commercial Waste from BIFFA.

- During the meeting the Committee were reminded of some of the proposals and opportunities which could possibly arise as a result the new Welsh Environment Act. The Committee again reiterated the importance of Recycling & Waste Services being prepared for the changes and opportunities created by this new Act.
- The Committee was encouraged that Recycling & Waste Services anticipated delivering a balanced budget in 2016/17 and that it was on target to meet all statutory recycling targets for the same year.

Commercial & Collaborative Services - General Comments

- Members welcomed the creation of new apprenticeships within the service.
- Members acknowledged that sickness rates had improved since the creation of Commercial & Collaborative Services, however, still believed that there was significant room for further improvement.
- The Committee was encouraged by the willingness of Commercial & Collaborative Services to adopt established third party systems for each of the parts of the new service. They saw this as a huge step forward in terms of improving efficiency and becoming more commercially aware.
- The Committee was pleased that agency costs had reduced by 13% since the creation of the Commercial & Collaboration Service, however, the overall agency costs were still high.
- Members felt that improvements had been made in the area of staff training opportunities, particularly in Recycling & Waste Services. They

felt that this was a positive step that would support both staff development, morale and the Council's ability to deliver the best standards of service.

- The Committee congratulated Commercial & Collaborative Services for the amount of progress that they had made in a relatively short time. Members felt that it was pleasing to see that the service had agreed with and followed through on a number of key recommendations from recent scrutiny of the Infrastructure Services Project, for example, delivering swift improvement, implementing specialist 3rd party service delivery software, introducing new training opportunities, focusing on income generation and improving financial control through zero based budgeting.

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CALL IN

Cardiff West Transport Interchange – Consideration of Called – In Cabinet Decision CAB/16/38 (8 February 2017)

At a meeting on 8 February 2017 Members of the Environmental Scrutiny Committee had the opportunity to scrutinise and comment on an item titled 'Cardiff West Transport Interchange – Consideration of Called – In Cabinet Decision CAB/16/38'. The Cabinet Decision CAB/16/38 was called in following the Cabinet meeting on 15 December 2016, which resolved:

- The proposed Western Transport Interchange development be approved;
- Authority be delegated to the Director of City Operations in consultation with the Cabinet Member for Finance, Cabinet Member for Transport, Planning & Sustainability, the Council's 151 Officer and the Director of Law and Governance to deal with all aspects of the procurement of the Works for the Western Interchange Development as set out in this report, up to and including the award of the contract;
- The transfer of Indicative Capital Programme allocation from Bus Corridor improvements to the Cardiff West Interchange Scheme be approved.

After the call in Members considered the evidence and voted to refer the matter back to Cabinet for further consideration. In referring the decision back to Cabinet the Committee referenced a series of issues of concern including finance, parking, traffic congestion, potential site development options, cycling and transport connectivity.

SCRUTINY REVIEW – BETTER DECISIONS

Wales Audit Office (WAO)'s February 2016 inspection report included the following recommendations, which impacted on Scrutiny in Cardiff:

- Develop an approach to cross-cutting scrutiny (given the increasing nature of collaborative service delivery and governance, and the Wellbeing of Future Generations agenda).
- Consider scrutiny's role in addressing the strategic challenges facing the Council at this point in time.
- Ensure that any vacancies on scrutiny committees are filled quickly.
- Consider webcasting scrutiny committees.

To address the first two of these recommendations, the Council has been undertaking a Review of Scrutiny, with recommendations to be implemented from the start of the next political term. The Review engaged Members, officers and external stakeholders, and the resultant report was reported to Constitution Committee on 2 March 2017.

This Committee has taken a key role in delivering cross-cutting and partnership scrutiny work which is detailed elsewhere in this report. In brief, however, they have included:

- Joint meetings with Policy Review and Performance Scrutiny Committee to jointly scrutinise proposals for an Alternative Delivery Mechanisms for Business Infrastructure Services.
- Joint task and finish groups, for example to consider the Community Infrastructure Levy.
- In September 2015 it was agreed that the Policy Review and Performance Scrutiny Committee would take lead overview role for scrutinising the work of Cardiff Partnership Board, with this Committees

undertaking detailed scrutiny of Partnership Board work streams relevant to its terms of reference.

- Committee has during the year led a pioneering task and finish inquiry on river pollution, developing partnership with Welsh Water, Natural Resources Wales, Glamorgan Anglers, Keep Wales Tidy, neighbouring local authorities, Groundwork Wales, Cardiff Rivers Group and South Wales Rivers Trust.

Committee vacancies are allocated to political groups under political proportionality rules, are discussed on a monthly basis with Party Group Whips, and have been offered to other political groups and independent councillors. Appointments to vacancies on committees have been considered as a standing item on all council meeting agendas. As a short-term measure, Full Council in July 2016 decided to reduce the number of members on scrutiny committees down to eight Members for the remainder of this Administration. The 2016 Member Survey also explored the challenges that Members faced in filling vacant Committee places. It found a range of challenges, including other Council duties, family and work pressures to be key factors, which it is hoped will inform arrangements for the new Council following the 2017 Council elections.

Webcasting facilities are in place in County Hall and in the City Hall Chamber, allowing some Scrutiny committee meetings and Full Council meetings to be webcast. The Management Statement of Action directed the introduction of webcasting of committee meetings to include one scrutiny committee meeting per month from December 2016. Committees piloted webcasting between November and December, and Economy & Culture scrutiny committee held the first live scrutiny webcast in December 2016.

RECOMMENDED FUTURE WORK PROGRAMME

The Committee receives regular work programme updates at which Members have the opportunity to consider items for inclusion on the work programme, and can also suggest any new issues which may be of interest to the Committee. The following issues are considered as suitable for inclusion in the 2017/18 work programme:

- Neighbourhood Services – Member Update
- Infrastructure Services – Member Update
- Review of Cardiff's Draft Transport Strategy
- Cardiff Bay & City Centre Master Plans
- Household Waste Recycling Centre – Member Update
- Managing Litter in Cardiff
- Cardiff's Waste Management Strategy – Member Update
- Waste Enforcement Services
- Cardiff's Cycling Strategy
- Local Development Plan - Implementation of the Planning Inspectorate Recommendations & Requirements
- Planning Service – Member Update
- Air Quality Strategy
- Highway Asset Management – Member Update
- Public Conveniences Strategy
- Cardiff's Parking Strategy – Member Update
- Pavement & Footway Maintenance in Cardiff

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