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## AGENDA

**Committee** POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

**Date and Time of Meeting** WEDNESDAY, 20 JUNE 2018, 4.30 PM

**Venue** COMMITTEE ROOM 4 - COUNTY HALL

**Membership** Councillor Walker (Chair)  
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson,  
Owen Jones, Mackie and Murphy

*Time  
approx.*

**1 Appointment of Chairperson & Committee Membership** 4.30 pm

The Council at its annual meeting held on 24 May 2018 appointed Councillor David Walker as Chair and the following members to this committee:

Councillors Berman, Bowen-Thompson, Boyle, Cunnah, Lister, Hudson, Mackie and Murphy.

**2 Terms of Reference**

To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

- Council Business Management and Constitutional Issues
- Cardiff Council Corporate Plan
- Strategic Policy Development
- Strategic Programmes
- Community Planning & vision Forum
- Voluntary Sector Relations
- Citizen Engagement & Consultation
- Corporate Communications
- Contact Centre Services and Service Access
- International Policy
- Cardiff Local Development Plan

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- Equalities
- Finance and Corporate Grants
- Organisational Development
- Cardiff Efficiencies Programme
- E-Government
- Information and Communication Technology
- Council Property
- Commissioning and Procurement
- Carbon Management
- Legal Services
- Public Services Board

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

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.

### **3 Apologies for Absence**

To receive apologies for absence.

### **4 Declarations of Interest**

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

### **5 Minutes (Pages 5 - 10)**

To approve as a correct record the minutes of the 16 May 2018

### **6 Public Services Board - Governance Arrangements (Pages 11 - 66) 4.30 pm**

- (a) Partners of Cardiff's Public Services Board will present the Board's Governance Arrangements, and answer Members questions.

In attendance will be:

- **Cardiff Council:** Huw Thomas (Leader and Chair of Cardiff's PSB), Paul Orders (Chief Executive), and

Sarah McGill (Corporate Director People & Communities);

- **Cardiff & Vale Health Board:** Maria Battle (Chair), and Fiona Kinghorn (Deputy Director of Public Health);
- **Natural Resources Wales:** Gareth O'Shea (Executive Director of South Wales Operations);
- **South Wales Fire Service:** David Bents (Group Manager); and
- **Cardiff Third Section Council (C3SC):** Sheila Hendrickson-Brown (Chief Executive).

(b) Questions by Members of the Committee.

**7 Quarter 4 & Outturn Performance 2017-18** (Pages 67 - 102) 5.30 pm

- (a) Councillor Chris Weaver (Cabinet Member Finance, Modernisation & Performance) will be in attendance and may wish to make a statement;
- (b) Christine Salter (Corporate Director, Resources), Joseph Reay (Head of Performance and Partnerships) and Andrew Simms (Operational Manager Performance), will be in attendance to give a presentation and answer Members' questions;
- (c) Questions by Members of the Committee.

**8 Annual Report 2017/18** (Pages 103 - 138) 6.30 pm

- (a) Nicola Newton, Principal Scrutiny Officer, will introduce the report.
- (b) Questions from the Committee

**9 Way Forward** 6.55 pm

- (a) Public Services Board – Governance Arrangements;
- (b) Quarter 4 & Outturn Performance 2017-2018

**10 Date of next meeting** 7.25 pm

The date of the next meeting of the Policy Review and Performance Committee is 11 July 2018 at 4.30 pm.

**Davina Fiore**

**Director Governance & Legal Services**

Date: Thursday, 14 June 2018

Contact: Kate Rees, 029 2087 2427, [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

16 MAY 2018

Present: Councillor Walker(Chairperson)  
Councillors Berman, Bowen-Thomson, Boyle, Cunnah,  
Owen Jones, Mackie and Mckerlich

127 : APOLOGIES FOR ABSENCE

Councillor Murphy

128 : DECLARATIONS OF INTEREST

Members had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

129 : MINUTES

The minutes of the 18 April 2018 and 18 April 2018 – Call-In were approved and signed as a correct record.

130 : THE WORKFORCE STRATEGY

The Chairperson welcomed the following:

- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance;
- Philip Lenz, Chief Human Resources Officer;
- Tracey Thomas, Human Resources People Partner

The Chairperson advised the Committee that they had responsibility within the Terms of Reference for scrutiny of the Council's Human Resources policies. This item was an opportunity for policy development scrutiny of the Council's Workforce Strategy 2018-2021. The Strategy was programmed for consideration by the Cabinet in June 2018 and was currently in the planning and consultation stage, under development.

The Chairperson invited Councillor Weaver to give a statement.

Councillor Weaver explained this was a refresh of the programme in line with the priorities of Capital Ambition and Corporate Plan. The Strategy would support Skills & Cultural issues, Succession Planning, Learning & Development, Equality & Diversity and Sickness Absence. These were included in the 5 Priorities the Strategy would focus on.

The Committee received a presentation from Tracey Thomas which outlined the following:

- *Workforce Strategy key priorities*
- *Capital Ambition – Workforce Development and Staff Engagement*

- *Current Workforce Profile (1)*
- *Current Workforce Profile (2)*
- *Workforce Strategy Priorities*
  - *Equality and Diversity*
  - *Workforce Planning*
  - *Learning and Development*
  - *Engagement of Employees and Trade Unions*
  - *Health and Wellbeing*
- *Consultation on the Strategy*

The Chairperson thanked the Officers for the presentation and invited the Committee to ask questions.

The Committee were keen to learn what was new in the Strategy.

Officers explained that a Workforce Planning Tool Kit supported the Strategy, there was no formal process. It was essential for the Council to fulfil priorities outlined in its Capital Ambition, along with building on Health and Wellbeing priorities and achieving the Gold Standard. Attracting young people into the organisation was essential to develop and create opportunities for future generations. Knowledge Transfer was also vital to support the organisation going forward and share knowledge assisting corporate memory.

The Committee was of the view that age 45 was not exceptional and was there evidence that other local authorities had similar statistics in relation to the age profile of the workforce.

The Committee was advised this was a holistic approach, improving performance and engaging with staff to develop new ideas and initiatives. The organisation should reflect the community it served and improve the customer interface. It was working on results from the employee survey and ensuring that the Council met its targets in line with budget constraints.

Members of the Committee drew attention to recruitment and retention and asked if certain service areas experienced difficulty in recruitment, and if so were there issues linked to social workers. Further, what plans were in place to support areas of the workforce experiencing possible issues from BREXIT.

The Officers advised that recruitment and retention was addressed through the Workforce Planning process. Departments were assessing their core workforce and looking at recruitment and retention strategies. Issues relating to Social Work staff had been identified and could now be seen in Adult Services. Strategies were being developed to support staff and work was on-going in partnership with universities, setting up trainee schemes and supporting job sharing practices to build momentum. Exit interviews were in place and the data from these interviews should be used as a learning and developing tool.

Members were advised that the Council was using a consistent approach across the organisation for recruitment and retention but it had to be recognised that Social Services faced different challenges to those of other Council departments.

The Committee was concerned there were gaps within the HR team's resources to analyse data collected from directorates. Further, how the data could be analysed to measure development, support the retention of staff, and how the strategy would deal with shifting working patterns and technological changes.

It was explained to Members that the Tool Kit provided a picture of how the workforce needed to change and to build on the priorities in the Strategy.

Members were assured this Strategy was building on previous work carried out but also assisting in rolling out the Digital agenda and developing a culture to promote this.

The Committee drew attention to page 24 and asked for information on "Identify the Gap". In response, Officers explained this was a joint initiative, between Human Resources and the Organisational Development Team to understand business plans and shape the direction of travel. The process had been trialled, with 2 workshops to obtain feedback and establish outcomes and action plans on a wider level.

The Committee was of the view that further support should be directed towards staff engagement, advice support should be consistent across the organisation and a face to face approach should be established.

Officers assured the Committee that the staff engagement programme included staff roadshows, extending to all departments. This included team events and the support and advice from Ambassadors. The Staff Survey was one part of the programme.

Members of the Committee asked about the membership of Employee Networks and were concerned the Council had previously cancelled its membership of Stonewall.

The Committee was assured that the Employee Networks were valuable and included LGBT, Women's Network, BAEM, Stonewall and Carers Network. Positive work could be seen as a result of these network's and excellent practice. Stonewall branding was being promoted and was pro- active at events.

Members of the Committee asked if staff were rewarded and had access to leisure facilities of the city. In response, Members were advised that a variety of competitions were advertised on the Council's Intranet site, along with promotional offers.

The Committee was advised that the identity of disabled employees had decreased in the Tool Kit. This was as a result of 82% not indicating their needs.

Members of the Committee drew attention to the number of Welsh Language speakers in the organisation and how this should try and reflect the Welsh Government target. In response Officers advised there were numerous Welsh courses on offer to staff which included Welsh Awareness (Mandatory), and Intensive Welsh Courses. Some jobs were also advertised as Welsh Essential.

The Committee was informed of the culture shift for Health and Wellbeing. As new technology was being introduced staff were working more agilely and managers were

changing their views to focus on outcomes not presenteeism. Small steps were being introduced and change was developing across the organisation.

RESOLVED: The Committee AGREED, that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their thoughts and observations.

#### 131 : CENTRAL TRANSPORT SERVICES COMMERCIAL DEVELOPMENT

The Chairperson welcomed the following:

- Councillor Russell Goodway, Cabinet Member, Investment & Development;
- Tara King, Assistant Director Commercial and Collaboration
- David Lowe, Operational Manager

The Chairperson advised that within the Committee's Term of Reference was scrutiny of the Council's approach to improvement in the way it delivers its services. This was an opportunity for policy development scrutiny and a progress report on the Council's draft proposals to develop its Central Transport Services commercially. In June 2018 the Cabinet would consider a summary of the issues faced by the service and an outline of the approach proposed to increase income for these areas. The Committee had been offered a full presentation on the position to date and an opportunity to feed in our comments before it was considered by Cabinet.

The Chairman invited Councillor Russell Goodway to make a statement.

Councillor Goodway explained the Administration had tried to inject a degree of commercialism into this service as a possible solution but had not generated outcomes. Therefore different processes should be considered to adapt a different model in partnership with the private sector.

The Committee received a presentation which outlined the following:

- *Introduction to CTS*
- *Strategic Area's of Focus*
- *Compliance 1*
- *Compliance 2*
- *New Technology*
- *Fleet Replacement Programme*
- *Balancing of Service Area Budgets*
- *Commercial development*
- *Commercial Partnerships*
- *Governance*

The Committee asked about the £8.6M figure and the alternative model.

The Committee was informed that even though previous administrations had used alternative delivery models, a policy decision had been made to keep services in-house. Other operating models have to be looked at as the current service was not



producing the necessary outcomes. A possible Public Private partnership test was being considered.

The Committee was keen to learn how much of the service would be privately owned.

The Committee was advised that the figure included the overheads. An outline of the service was provided looking at the difference between the operation of the fleet and the purchasing of the equipment through the procurement service. The maintenance element was discussed, including the overhead costs. Members of the Committee asked about the breakdown of the £8.6M and if that was capable of being reduced.

The Members were informed that all areas of the service had been challenged in the 2018/19 budget. An additional income unit would be more efficient, and a business case had been established which introduced innovation.

Benchmarking projects had been taken into consideration, as some of the skill base had been lost and it was essential to upskill at this time to support maintenance costs. The refuse fleet was leased and larger maintenance issues were repaired by the lease company. Minor repair works could be dealt with in the workshop.

The Committee learned the Highways Department were not responsible for paying for the maintenance of the vehicles. Both fuel and costs were redirected back to the Central Transport Service. This was a matter that could be considered in the future for redirecting costs to other departments.

Members of the Committee suggested that the MOT Services be advertised to raise revenue.

The Committee was advised that officers promoted the MOT service for staff and repairs were also available. Vehicle usage was addressed, along with the vehicles GPS tools as some were tracked. It was noted there were valid reasons why gritters were only used 20% of the time during the year.

The Committee heard there were pressure issues, especially when budget cuts focused on delivering statutory services. Risks were linked into repair costs and how often these vehicles were on the road. Management of the fleet and the optimum use of vehicles was essential and therefore the suggestion of extending activity for external services. A Commercial partner could share activity with the risk being moved to the partner.

The Committee was advised no Commercial Partner had been identified as yet, but a model had been established.

The Committee discussed the different types of fuel's available to support the service such as electronic/hydrogen models. There was also a suggestion the department consider servicing Motorhome vehicles.

The Committee continued to discuss the charging mechanisms for vehicles and how they could be redirected to the respective departments.

The Committee was advised the process was time limited and a target had been set for 3-5 years.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their thoughts and observations.

#### 132 : MANAGING THE ESTATE UNDER A CORPORATE LANDLORD MODEL

The Chairperson welcomed Mark Jacques to the table, the Principal Scrutiny Support Officer, who had been supporting the task group in this inquiry.

The Chairperson invited Councillor Joe Boyle who chaired the inquiry to present the task group findings and recommendations to the Committee.

The Committee received a presentation which outlined the following:

- *Emerging themes*
- *Ensuring corporate buy-in*
- *Maintenance backlog & the use of assets*
- *A clear Corporate Landlord operational structure*
- *The importance of robust Landlord – Occupier Agreements/ The schools challenge*

The Committee discussed the recommendations.

RESOLVED: The Committee AGREED :

- subject to any comments the Committee made forward for consideration by the Cabinet at the earliest opportunity.

#### 133 : CUSTOMER LEADERSHIP

The Committee considered the final draft report of the Committee's Task & Finish Inquiry into Customer Leadership.

The Committee discussed the Key findings and the Recommendations.

RESOLVED: The Committee AGREED:

- subject to any comments the Committee made forward for consideration by the Cabinet at the earliest opportunity.

#### 134 : DATE OF NEXT MEETING

Wednesday 20 June 2018 @ 4:30pm

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**20 June 2018**

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**Cardiff Public Services Board**

**Governance Arrangements for Delivering the Well-being Plan 2018-2023**

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**Purpose of this Report**

1. To provide the Committee with the context, background and information to support the statutory scrutiny of the governance arrangements proposed by the Public Services Board to deliver Cardiff's Well-Being Plan.

**Background**

2. The Committee has overarching responsibility for scrutiny of the Council's partnership work, and has been allocated statutory responsibility for the scrutiny of Cardiff's Public Services Board (PSB). Therefore, in line with the Council's Constitution, this Committee undertakes strategic overview scrutiny of the PSB's performance.
3. In addition, each of the Council's five scrutiny Committees has authority to scrutinise partnership activity relevant to their own terms of reference, complementing this Committee's strategic overview of partnership activity. The work undertaken in each of the Programme Boards proposed in the report under consideration today, attached at **Appendix A**, will be subject to scrutiny by the relevant scrutiny committee.
4. The Committee has undertaken partnership scrutiny on two previous occasions during the 2017/18 municipal year. Firstly, in July 2017, a report introducing the

Committee to the Well-being of Future Generations (Wales) Act 2015 and its statutory scrutiny role under the Act. Secondly, in November 2017, scrutiny of the PSB's draft five year Well-being Plan.

5. The Well-being Plan has subsequently been approved by the PSB, on 1 May 2018, and was launched on 8 May 2018. The report under consideration today proposes new partnership governance arrangements to support the delivery of the Well-being Plan, and sets out how the PSB will report progress on an annual basis.

## **Legislative Framework**

### *Well-being of Future Generations (Wales) Act 2015*

6. In April 2016, all public bodies became subject to new duties under the Well-being of Future Generations (Wales) Act (WFG). The purpose of the WFG Act is to ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations. The aim is for public bodies to pursue a common aim to improve the economic, social and environmental well-being of Wales in accordance with detailed sustainable development principles and seven national well-being goals prescribed by the Act.

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

7. The new legislation recognises that each public body has a role to play in improving well-being and sharing responsibility for contributing to well-being goals, and public bodies must take into account the following 5 ways of working:
  - the importance of balancing short term needs with the ability to meet long term needs;

- the benefits of a more integrated approach;
- the importance of involving those with an interest in the objectives;
- collaborative working to meet objectives; and
- the use of preventative measures to contribute towards meeting objectives.

### *The Future Generations Commissioner and Scrutiny*

8. In addition, the new legislation provided for the appointment of a Future Generations Commissioner for Wales and places a duty on the Commissioner to promote the sustainable development principles, act as a guardian of the ability of future generations to meet their needs, and to monitor and assess the extent to which well-being objectives set by public bodies are met.
9. The PSB is required to seek advice from the Commissioner on how to take steps to meet the local draft well-being objectives included in the Well-being Plan. Going forward the Commissioner will provide advice and challenge, but it is the designated Scrutiny Committee that must provide oversight and scrutiny of the PSB and of the Well-being Plan.
10. Each Local Authority must ensure its overview and scrutiny committee has the power to;
  - scrutinise the decisions made or actions taken by the PSB;
  - scrutinise the board's governance arrangements;
  - make reports or recommendations to the board regarding its functions or governance arrangements;

### *Public Services Boards (PSB)*

11. The Act prescribed the establishment of statutory PSB's for each local authority area in Wales with a duty to improve the economic, social, environmental and cultural well-being of its area by contributing to the achievement of the well-being goals. These boards replaced existing local partnership boards.

12. The local authority represented at the Board must make administrative support available to the PSB, which is responsible for convening the PSB facilitating its work and publishing plans and reports online.

### *Local Well-being Plans*

13. The Act requires the PSB to prepare and publish a local well-being plan, which sets out the local well-being objectives and the steps it proposes to take to meet them. These must be designed to maximise the Board's contribution to delivering the well-being goals within its area; and take all reasonable steps to meet those objectives.

14. Members will recall that the well-being objectives in Cardiff's Well-being Plan are:

- A Capital City that works for Wales.
- Cardiff grows in a resilient way.
- Safe, confident and empowered communities.
- Cardiff is a great place to grow up.
- Supporting people out of poverty.
- Cardiff is a great place to grow older.
- Modernising and integrating our public services

### *Annual Progress Report*

15. The PSB is required to prepare and publish an annual progress report that must be sent to the Welsh Ministers; the Commissioner; the Auditor General for Wales; and to this Committee as the nominated overview and scrutiny committee.

16. PSBs are responsible for establishing their own performance management system. Where, however, progress in establishing performance management systems is poor or inconsistent, Welsh Ministers have the power to set performance measures so that the local authority overview and scrutiny committee can function more effectively as an improvement mechanism.

17. The Act makes it clear that PSB Well-being Plans are locally owned and therefore subject to local scrutiny. Welsh Ministers will not approve well-being plans. They will, however, have a power to refer a plan to the relevant local government scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner.

### **Cardiff's Public Services Board Arrangements**

18. Cardiff's Public Services Board (PSB) was established in May 2016. Two Boards make up the high-level structural arrangement for partnership working in Cardiff. The **PSB**, Chaired by the Leader of the Council, and the **PSB Delivery Board**, Chaired by the Chief Executive of the Council.

19. In addition, alongside the PSB there is a **Regional Partnership Board**, supported by the **Integrated Health & Social Care Strategic Leadership Group**.

20. The PSB is able to establish sub-groups/programme boards to support it in undertaking its functions and the Board can authorise sub-groups to exercise a limited number of functions. Each Programme Board will prepare terms of reference and the Chair of the group will submit them to the Board for approval.

### **The Governance Proposals**

21. The Governance arrangements for delivering the Well-being Plan, explained in the report attached at **Appendix A**, were approved by the PSB on 1 May 2018.

22. The proposals are based on the following principles:

- **Focus** - avoidance of duplication of activity is of paramount importance.
- **Alignment and Integration** of members' corporate priorities is key.
- **Decision Making** - each Programme Board will include at least one statutory member of the Board.
- **Administrative Support and Resourcing** are provided by Cardiff Council, but resourcing the functions of the Board is the responsibility of all statutory members equally.

23. On **page 4** of **Appendix A** Members are referred to a diagram illustrating the structure of proposed partnership governance arrangements. It contains **seven Programme Boards** for areas, which require a continuous programme of collaborative activity. These are:

- Community Safety Board
- Inclusive Growth Board
- Improving Outcomes for Children Board
- Improving Outcomes for Adults Board
- Strategic Asset Management Board
- Education Development Board
- Resilient Growth Board

24. The creation of a Resilient Growth Programme Board was agreed at the PSB Delivery board 5 June 2018. This Programme Board will provide a mechanism by which the PSB can work with planners to deliver on its commitment to an integrated approach to the planning and delivery of public services in the city's new communities. The Board will also provide a forum for addressing citywide issues - active travel, air quality and carbon reduction.

25. For each of the Programme Boards in the diagram the report attached at **Appendix A** explains the responsibility of the Board, the focus of its work, the proposed Terms of Reference of the Board, and the specific programmes of activity its work will include. There are Appendices relevant to each of the Boards attached to the report. For example, information on the Inclusive Growth Board, including membership, can be quickly viewed by reference to paragraph 15 followed by Appendix 2.



<b>Board</b>	<b>Paragraph</b>	<b>Page</b>	<b>Appendix</b>	<b>Page</b>
Community Safety Board	14	5	1	11
Inclusive Growth Board	15	5	2	20
Improving Outcomes for Children Board	16	6	3	23
Improving Outcomes for Adults Board	17	6	4	26
Partnership Asset Management Board	18	6	5	29
Education Development Board	19	7	6	32
Resilient Growth Board	20	8	7	36

26. In addition, not all 'steps/commitments' contained within the Well-being Plan will require the oversight of a programme board. In relation to the delivery of a number of commitments, or for emerging issues, the PSB may wish to commission a time-limited Task and Finish Group for commitments that are discrete, time bound activities.

27. Each Board will agree its Terms of Reference and Programme Briefs at the first meeting, and report back to the PSB Delivery Board. Some Boards have already met for the first time; others are programmed in the near future.

### **Reporting Arrangements**

28. As indicated above, the PSB is required in statute to produce an annual report on the delivery of the Well-being Plan. The Board is proposing that this has two components:

- A report outlining Cardiff's performance against the city outcomes identified in the Well-being Plan.
- A report outlining progress against each step contained in the Well-being Plan.

29. For each Programme Board, a Programme Brief will be developed and agreed including:

- Priority work-streams (aligned with Well-being Plan commitments).
- Outcome indicators for each workstream.

- Work-stream activity and projects, including relevant milestones and risks.
30. Programme Boards and Task and Finish Groups will be required to provide a highlight report, on an exceptions basis, to the PSB Delivery Board. Issues will be escalated to the PSB if necessary. The responsibility for approval of each report will be with the relevant board Chair.
31. The Council's Performance Management Team will provide support on the preparation of quarterly reports. Further to the report attached at **Appendix A** an update to the PSB Delivery Board on 5 June 2018 explained that for each Programme Board a performance dashboard will be produced to capture key performance data and project progress, including any key risks and issues the relevant Programme Board needs to be aware of. Going forward these will be used as the basis for highlight updates to the PSB Delivery Board.

### **Previous Scrutiny**

32. The Committee previously welcomed the PSB in November 2017, for scrutiny of the draft Well-being Plan. Members made a number of observations, captured in a letter from the Chair of Committee to the Leader as Chair of the PSB. The letter is attached at **Appendix B**.

### **Way Forward**

33. In attendance to answer Members questions will be the Leader, Councillor Huw Thomas, in his capacity as Chair of the PSB; the Chief Executive, Paul Orders, in his capacity as Chair of the PSB Delivery Board; and Sarah McGill, Corporate Director People & Communities, who will give a presentation on the governance proposals.
34. Also attending, statutory partners Maria Battle, Chair of Cardiff & Vale Health Board, and Deputy Chair of the PSB, Fiona Kinghorn, Deputy Director of Public Health, David Bents, Group Manager South Wales Fire Service, Gareth O'Shea, Executive Director South Wales Operations Natural Resources Wales, and Sheila Hendrickson-Brown, Chief Executive Cardiff Third Sector Council.

35. All partners will be invited to comment on the implications for their organisation of the new partnership governance arrangements to deliver the Well-being Plan.

36. Members will then have an opportunity for questions to the panel representing Cardiff's Public Services Board.

### **Legal Implications**

37. 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**

38. 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**

39. The Committee is recommended to consider the information and discussion, and whether it wishes to feed comments, observations, or concerns back to the Public Services Board in respect of the governance arrangements proposed for delivering the Well-being Plan.

**DAVINA FIORE**

Director, Governance & Legal Services

14 June 2018

## DELIVERING THE WELL-BEING PLAN

### Background

1. The Cardiff Public Services Board is responsible for the following statutory requirements:
  - Preparing, publishing and reviewing an assessment of the state of economic, social, environmental and cultural well-being in Cardiff;
  - Preparing a Local Well-being Plan for Cardiff, setting out local well-being objectives and the steps it proposes to take to meet them;
  - Taking all reasonable steps to deliver the local objectives within the Well-being Plan;
  - Publishing an annual report that sets out the Board's progress in meeting the local objectives.
2. Following the draft Well-being Plan being considered for approval by the Cardiff PSB on 1 May 2018, this report proposes new partnership governance arrangements to support the delivery of the Well-being Plan (step 3) and sets out how the PSB will report progress on an annual basis (step 4).

### Delivery Arrangements

3. The Terms of Reference for the Cardiff PSB states that its role is to oversee and drive the delivery of the Well-being Plan, including:
  - To establish delivery arrangements and ensure that they are delivering
  - To consider emerging issues
  - To unlock barriers
4. The PSB Delivery Board will support the Cardiff PSB, with responsibility:
  - To lead on overseeing the operational delivery of the Cardiff Well-being Plan.
  - To ensure that PSB decisions are actioned.
5. The PSB is able to establish sub-groups/programme boards to support it in undertaking its functions and the Board can authorise sub-groups to exercise a limited number of functions. Each Programme Board will prepare terms of reference and the Chair of the group will submit them to the Board for approval.
6. The Cardiff PSB agreed on 12 December that the governance and delivery mechanism that supports the PSB be reviewed and revised, with proposals brought to the PSB Delivery Board on the 8<sup>th</sup> March, with the intention of having new governance arrangements in place to support the delivery of the plan following its approval on 1 May 2018.
7. As part of this wider work, the PSB Delivery Board on 16 January also agreed to revisit the governance of Community Safety in Cardiff, and that the Delivery Board consider a proposal for a revised approach alongside the wider governance proposals. The revised Community Safety Board (see paragraph 13) was considered by the PSB Delivery Board on 8 March.

8. At the PSB Delivery Board 8 March, it was agreed that the delivery arrangements and programme of work for each Board be further developed for consideration at the next PSB meeting, 1 May 2018. The Resilient Growth Task & Finish Group was asked to identify the most appropriate means for taking the resilient growth agenda forward and to report back to the PSB Delivery Board.

### **Proposed Partnership Delivery Arrangements: Principles**

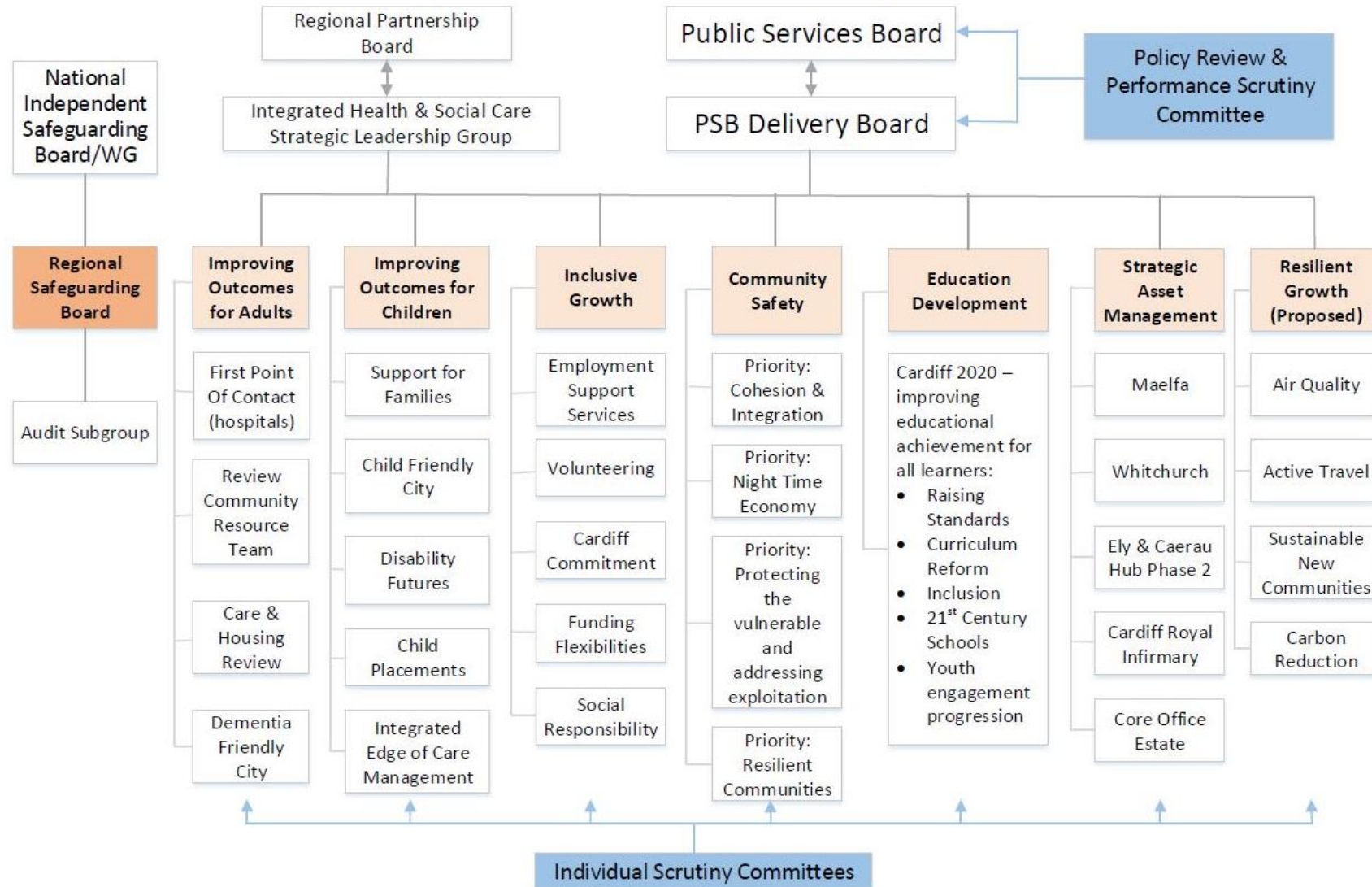
9. The following principles have informed the design of the proposed new partnership governance:
- Focus – streamlined arrangements, focussing on the delivery of statutory Well-being Objectives and steps in the Well-being Plan and Area Plan. The avoidance of duplication of activity is of paramount importance.
  - Alignment and Integration – the Well-being Plan focusses on areas of ‘collaborative advantage.’ The steps contained within the plan are those that PSB members have identified as fundamentally requiring partnership working, aligned with each member’s corporate priorities. Integrated reporting arrangements will also need to be put in place for the RPB and PSB against Well-being Plan and Area Plan Objectives.
  - Decision Making – Each Programme Board must include at least one statutory member of the Board (or nominated representative), and can include any invited participant or other partner. Members should be of sufficient seniority to take decisions.
  - Administrative Support and Resourcing – Administrative support for the Public Services Board is provided by Cardiff Council. The PSB terms of reference state that the resourcing of the functions of the Board is the responsibility of all statutory members equally, and that contributions will be reviewed and agreed by the Board as required.
10. Following the PSB Delivery Board meeting on 8<sup>th</sup> March board members were asked to provide details of nominations to each board so that invites can be sent to the initial meetings in mid/late May.
11. It is proposed that each programme board needs a dedicated secretariat support for:
- Ensuring the Board is established and meets regularly;
  - Preparing the agenda and commissioning papers for meetings;
  - Inviting participants and managing attendance;
  - Co-ordinating the preparation of the performance reports;
  - Preparation of evidence for scrutiny.
12. The resourcing of collaborative projects taken forward under each partnership board will need to be considered by the respective board.
13. The structure for proposed partnership governance arrangements is below. It contains:
- Programme boards for areas which require a continuous programme of collaborative activity.

- Task and Finish Groups for Well-being Plan commitments that are discrete, time bound activities.

The following sections (12-18) provide more detail on the scope of each proposed board.

**PROPOSED PARTNERSHIP GOVERNANCE**

# Partnership Delivery





14. Community Safety Board

The PSB Delivery Board agreed on 16 January that the governance of Community Safety in Cardiff be reviewed and revised. The proposed terms of reference for the Community Safety Leadership Group and Delivery Board, and priority areas of work, are included as **Appendix 1 (page 11)**.

Key points include:

- The creation of a Community Safety Leadership Group, to provide strategic leadership, supported by a Delivery Board with an operational delivery focus.
- The Board will have responsibility for 4 programme of work:
  - Cohesion & Integration
  - Night Time Economy
  - Protecting Vulnerable People and Addressing Exploitation
  - Building Resilient Communities
- The specific areas and established multi-agency boards within each theme are identified.
- The PSB Delivery Board will remain as the statutory Community Safety Partnership.

The first meeting of the Community Safety Board is to be scheduled shortly.

15. Inclusive Growth Board

The Inclusive Growth Board is proposed as a new Board with responsibility for a programme of work focussed on removing the barriers to employment for the unemployed, activity to support those suffering “in work” poverty and providing effective support for those furthest from the labour market.

The draft Terms of Reference for the Inclusive Growth Board is included as **Appendix 2 (page 20)**.

Specific programmes of activity will include:

- Joining up local working arrangements in Public Services for Tackling Poverty in Cardiff, including Communities First, Families First, Flying Start, Supporting People, Into Work Services and Money Advice.
- Addressing the Welfare Reform issues to develop a joined up strategy and response for assisting those affected to help mitigate the impact of the changes.
- Develop joined up thinking to increase Employment and Training opportunities for supporting people to return to work or with in-work poverty.
- Promote volunteering and social action, including development of a city volunteering portal.
- Delivering the Cardiff Commitment.

The first meeting of the Inclusive Growth Board is scheduled for Friday 25<sup>th</sup> May.

16. Improving Outcomes for Children Board

It is proposed that the existing Improving Services for Children Partnership Board be enhanced, focussing on integrated delivery in relation to the following Well-being Plan commitments. Where appropriate the Board will also report to the RPB on issues contained within the Area Plan.

The draft Terms of Reference for the Improving Outcomes for Children Board is included as **Appendix 3 (page 23)**. Some of the priority project to be taken forward by the board include:

- Oversight of the UNICEF 'Child Friendly City' programme
- Delivering the Early Help strategy.
- Disabilities Futures programme
- Deliver an integrated approach to Children and Young People Emotional and Mental Health Support

The first meeting of the Improving Outcomes for Children Board is scheduled for Tuesday 22<sup>nd</sup> May.

17. Improving Outcomes for Adults Board

Building on the platform on the existing 'Preventative Services' Board, this new Board will focus on delivering integrated services for older people, and will report jointly to both the PSB and RPB.

The draft terms of reference for the Improving Outcomes for Children Board is included as **Appendix 4 (page 26)**

- Hospital contact/discharge
- Community Resettlement Services/CRT
- Care and Housing
- Dementia Friendly City

The first meeting of the Improving Outcomes for Adults Board is scheduled for Wednesday 23<sup>rd</sup> May.

18. Partnership Asset Management Board

The Partnership Asset Management Board is an existing board, whose role is to maximise the opportunities for partners to collaborate strategically and tactically in respect of property and land assets. Its responsibilities include:

- Identifying and pursuing mutually beneficial public sector property/land collaboration opportunities
- Align strategic property investment initiatives between constituent membership organisations to enhance service quality and realise best value

- Provide strategic direction and decisions where necessary on matters relating to partnership land and property opportunities.
- Review and monitor progress of existing partnership land and property projects

The Board will be chaired by the Chief Executive of the Council and a core membership of Council, Health Board, South Wales Police and Police and Crime Commissioner's Office is proposed, with other PSB members and partners invited to participate when relevant.

**The Terms of Reference for the Partnership Asset Management Board are included as Appendix 5 (page 29).**

The Partnership Asset Management Board met on 28 March 2018. It is next due to meet in June 2018.

19. Education Development Board

The Education Development Board is an existing board with a specific focus on the education and well-being of children and young people in Cardiff.

**The Terms of Reference for the Education Development Board are included as Appendix 6 (page 32).** Its responsibilities include:

- Maintain an overview of progress against the desired outcomes and goals of Cardiff 2020:
  - Excellent outcomes for learners
  - High quality workforce
  - Self-Improving school system
  - 21st century schools
  - Schools & Cardiff in partnership
- Maintain an overview of school performance including academic year 2016-17 results
- Focus upon 'unlocking' and driving up performance in those areas where partners can add most value.
  - The School Estate
  - Community Focused Schools
  - Curriculum Reform- Implementation of 'Successful Futures'
  - Additional Learning Needs (ALN) Reform
  - The Cardiff Commitment (youth progression and schools business partnerships)

The Education Development Board is next due to meet on 3 May 2018.

20. Task and Finish Groups and collaborative projects

The programme boards set out above are anticipated to be established and in place for the duration of the Wellbeing Plan (5 years). Not all 'steps/commitments' contained within the Wellbeing Plan will require the oversight of a programme board.

In relation to the delivery of a number of commitments, or for emerging issues, the PSB may wish to commission a time-limited Task and Finish Group. For example, the 'Impact of

Brexit' Group, convened to understand the implications of the EU Referendum Report on Cardiff.

Similarly, some Well-being Plan steps may be led by a one PSB member, but with the input and support of one or more other members, for example the development of Cardiff Council's Green Paper on Transport and Clean Air.

For many cross-cutting issues, for example in public health, community engagement, or in relation to the role of the natural environment in enhancing wellbeing, it will be important to ensure that the appropriate activity features in the work of the relevant Programme Boards.

### Resilient Growth

Following discussion at the PSB Delivery Board on 8<sup>th</sup> March it was agreed that there may be a need for programme arrangements for 'Resilient Growth,' an area which provides oversight and leadership for the following commitments in the Wellbeing Plan:

- The planning and delivery of new communities
- Sustainable transport and air quality
- Responding to climate change and extreme weather events (adaptation and mitigation)
- Making sure public buildings are energy and waste efficient
- Divesting public investments from fossil fuel companies

It was agreed by the PSB Delivery Board that following the delivery of the 'Resilient Growth' workshop on 31 May that relevant PSB members consider this and make a recommendation on the appropriate delivery arrangements to the PSB Delivery Board.

**All steps in the Well-being Plan have been mapped against the proposed delivery arrangements, including those most appropriate for a Task & Finish approach, in Appendix 7 (page 35).**

### **Reporting Arrangements**

21. The PSB is required in statute to produce an annual report on the delivery of the Well-being Plan. It is proposed that this has two components:
  - A report outlining Cardiff's performance against the city outcomes identified in the Well-being Plan (see Cardiff 2018 report).
  - A report outlining progress against each step contained in the Well-being Plan.
22. The Regional Partnership Board is similarly required to produce an Annual Report on the delivery of the Area Plan. It will be important to ensure that, where overlap between the Well-being Plan and Area Plan exist, consistent information is reported by a single source, avoiding duplication of effort and resources.

23. For each Programme Board, a Programme Brief will need to be developed and agreed including:
  - Priority work-streams (aligned with Well-being Plan commitments)
  - Outcome indicators for each workstream
  - Work-stream activity and projects, including relevant milestones and risks
24. Programme Boards and Task and Finish Groups will be required to provide a highlight report, on an exceptions basis, to the PSB Delivery Board. Issues will be escalated to the PSB if necessary.
25. The responsibility for approval of each report will be with the relevant board Chair. Support on the preparation of quarterly reports will be provided by the Council's Performance Management Team.
26. To ensure integrated reporting, a similar approach will need to be taken to reporting progress against the delivery of the Cardiff and Vale of Glamorgan Area Plan to the Regional Partnership Board and Integrated Health and Social Care Strategic Leadership Group. Similarly, reporting arrangement to the Cardiff and Vale of Glamorgan Regional Safeguarding Board need to be clarified.

#### **Scrutiny**

27. In order to assure democratic accountability there is a statutory requirement for a designated local government scrutiny committee of the relevant local authority to scrutinise the work of the PSB.
28. Each Local Authority must ensure its overview and scrutiny committee has the power to;
  - a) review or scrutinise the decisions made or actions taken by the PSB;
  - b) review or scrutinise the board's governance arrangements;
  - c) make reports or recommendations to the board regarding its functions or governance arrangements;
29. Cardiff Council Policy Review and Performance Scrutiny Committee (PRAP) has overarching responsibility for scrutiny of the Council's partnership work, and has been allocated the statutory responsibility for scrutiny of Cardiff's Public Services Board (CPSB).
30. The committee will be provided with evidence in the form of:
  - a. the draft assessment of local well-being;
  - b. the draft local well-being plan;
  - c. the annual reports of the PSB.
31. The committee can require any statutory member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a statutory member of the board under this Act.
32. While PRAP will take an overview of the overall effectiveness of the PSB, the work undertaken in each programme board will be subject scrutiny by the relevant scrutiny committee (for example, the children and young people's scrutiny committee).

## Next Steps

33. The Terms of Reference and Programme Briefs for each board will be agreed at the first meeting of each board, and reported to the PSB Delivery Board.
34. Proposals for integrated reporting to be developed and agreed.

## Recommendations

The PSB agree:

- The proposed arrangements outlined on pages 2-9
- The draft terms of reference for each board

## **APPENDIX 1**

### **COMMUNITY SAFETY STRATEGIC LEADERSHIP GROUP**

#### **DRAFT TERMS OF REFERENCE**

##### **Introduction**

1. The Community Safety Strategic Leadership Group (CSSLG) will be responsible for ensuring the Public Services Delivery Board discharges its statutory responsibilities set out in the Crime and Disorder Act 1998. The Act requires all local authority areas to establish a Community Safety Partnership with “responsible authorities” working together to address community safety issues. The “responsible authorities” are:
  - Local Authority
  - Police
  - Fire and Rescue
  - Probation service
  - Local Health Board
- 1.1 In Cardiff, the Community Safety Partnership has been integrated into Local Service Boards arrangements as recommended by the Welsh Government in its statutory guidance on integrating partnerships and plans (Shared Purpose – Shared Delivery 2012).
- 1.2 Since 2016, the Local Services Board has been replaced by Cardiff Public Services Board, with the PSB Delivery Board undertaking the role of the city’s statutory Community Safety Partnership.
- 1.3 The PSB Delivery Board has authorised the SLG to provide strategic leadership, which will drive an effective response to community safety issues in the city.
- 1.4 The day to day management of the community safety function will be devolved to the Community Safety Delivery Board. (See Separate Terms of Reference below)

##### **Aims**

2. The CSSLG will provide leadership for the planning, commissioning and delivery of community safety related services and activities across the city, to ensure that people in Cardiff are safe and feel safe.
- 2.1 It will also oversee the work of the Community Safety Delivery Board to ensure the effective delivery of strategic priorities for community safety, holding those responsible to account.

##### **Duties and Principal Functions**

3. The CSSLG will set and agree the agenda for the Community Safety Delivery Board which will be held within two weeks of the SLG meeting.

- 3.1 The CSSLG will in consultation with communities and other partners agencies agree key priority areas for the city which will drive the work of the Community Safety Delivery Board.
- 3.2 The CSSLG will identify and have oversight of any emerging trends in relation to crime and community safety, across the city.
- 3.3 The CSSLG will ensure that an analysis of identified trends are carried out to fully understand the impact and actions needed to address any issues.
- 3.4 The CSSLG will undertake a strategic horizon scanning function to ensure that appropriate plans can be put in place operationally to respond to any forth coming event/s.
- 3.5 The CSSLG will ensure that appropriate resources are available to delivery on key priorities as well as respond to any new and emerging issues for the city. This will include setting and allocating the Community Safety Budget.
- 3.6 The CSSLG will agree information about community safety and services available to the public and will authorise any multi-agency communication strategies in relation to current and future priorities.

#### **Chair of the Community Safety Strategic Leadership Group**

4. The Chair of the CSSLG will be the Cabinet Member for Housing and Communities, Cllr Lynda Thorne.
- 4.1 The Vice Chair of the CSSLG will be the Chief Superintendent, BCU Commander, South Wales Police.

#### **Membership of Community Safety Strategic Leadership Group**

5. The membership of the CSSLG is outlined below:

<b>NAME</b>	<b>ORGANISATION</b>	<b>TITLE</b>
Cllr Lynda Thorne	Cardiff Council	Cabinet Member for Housing and Communities
Steve Jones	South Wales Police	Chief Superintendent
Sarah McGill	Cardiff Council	Corporate Director for People and Communities
Alun Michael	Police and Crime Commissioners Office	Police & Crime Commissioner for South Wales
Joe Reay	Cardiff Council	Head of Service Partnership & Performance
Stephanie Kendrick-Doyle	Cardiff Council	Community Safety Manager



## **Secretariat**

6. The CSSLG will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging community safety issues.
  - 6.1 Administrative support will be provided by Cardiff Council.
- 

## **COMMUNITY SAFETY DELIVERY BOARD**

### **DRAFT TERMS OF REFERENCE**

#### **Introduction**

1. The Community Safety Delivery Board (CSDB) will co-ordinate and provide the operational management of community safety related services and activities across the city of Cardiff.
- 1.1 The priorities and work of the CSDB will be set and governed by the Community Safety Strategic Leadership Group. (See separate Terms of Reference above)

#### **Aims**

2. To provide a co-ordinated and multi-agency response, to ensure that people in Cardiff are safe and feel safe.
- 2.1 Ensure the delivery of outcomes and priorities that have been determined by the Strategic Leadership Group, holding those responsible to account.

#### **Duties and principal functions**

3. The CSDB will drive a partnership response to address strategic priorities for community safety in the areas identified below:
  - Cohesion & Integration
  - Night Time Economy
  - Protecting Vulnerable People and Addressing Exploitation
  - Building Resilient Communities
- 3.1 The CSDB will co-ordinate and commission multi agency actions that will address any new or emerging community safety issues as identified by the Strategic Leadership Group. It will also hold those responsible to account for the delivery of agreed outcomes.
- 3.2 The CSDB will develop a robust data set in order to be well informed about community safety issues affecting the city and take an evidence based approach to support delivery against current and future priorities.
- 3.3 The CSDB will consider problem profiles that have been referred via the Public Services Board, the Community Safety Strategic Leadership Group and partners.

- 3.4 The CSDB will consider issues “City Wide” when problems are common across one or more wards and will develop a Safer Cardiff action plan and standardised multi- agency response.
- 3.5 The CSDB will inform the commissioning of appropriate grant funded activity to address identified local priorities, and will also inform mainstream Service Redesign to shape delivery to meet local need.
- 3.6 Members of the CSDB will work together to share good practice, disseminate information, and where appropriate, share information to avoid duplication, gaps and ensure clarity about responsibilities.
- 3.7 Members of the CSDB will provide feedback to their respective organisations and partnerships.
- 3.8 The CSDB will be responsible for ensuring the Public Services Delivery Board and Community Safety Strategic Leadership Board are fully informed about the key issues emerging from the localised delivery of Cardiff’s Well-being Plan.

#### **Chair of the Community Safety Delivery Board**

4. The Chair of the CSDB will be Cardiff Council’s Corporate Director for People and Communities.
- 4.1 The Vice Chair of the CSDB will be the Chief Superintendent, BCU Commander, South Wales Police.

#### **Membership of the Community Safety Delivery Board**

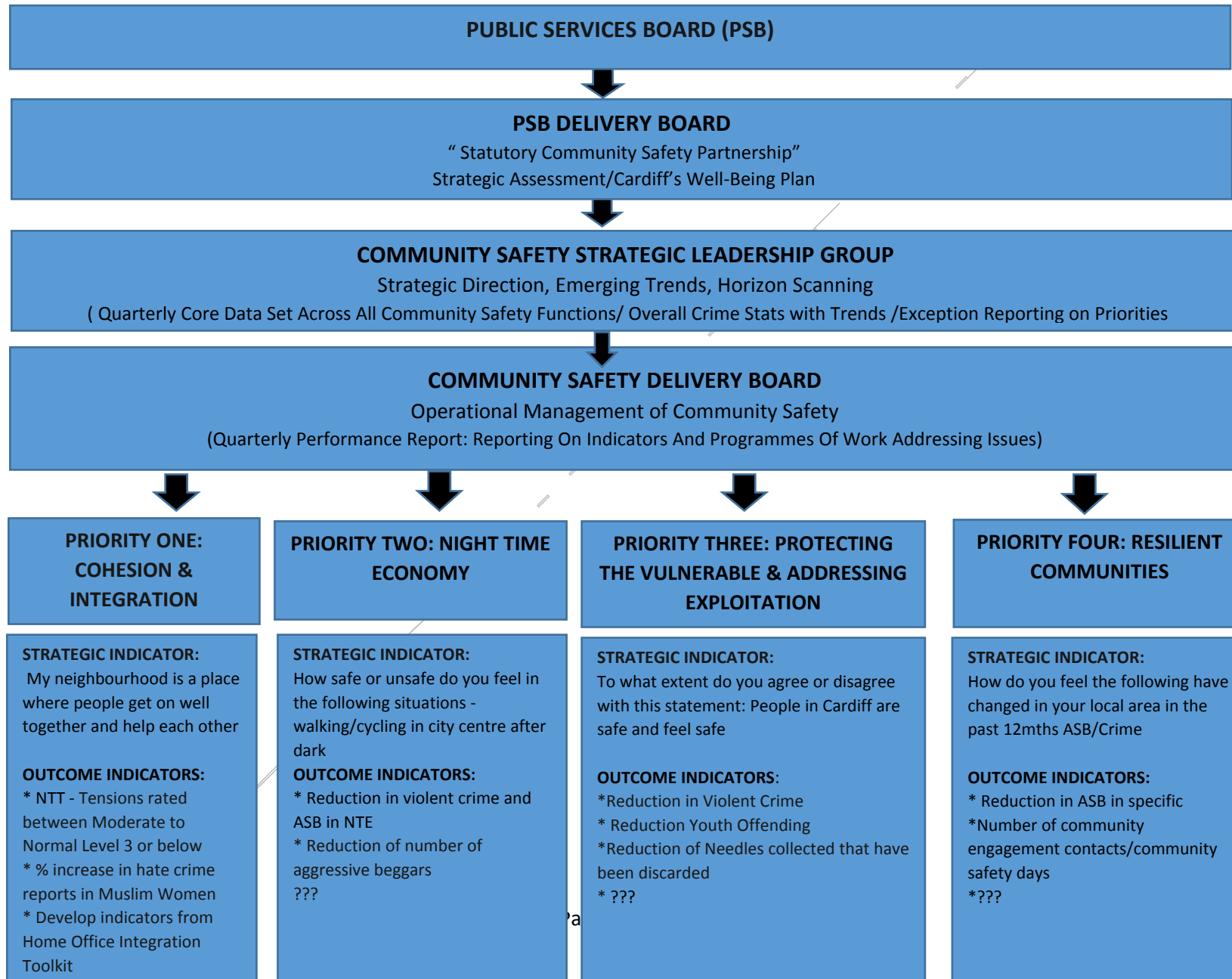
5. Membership of the CSDB will comprise of one or more members from the senior management team of each of the participating organisations including:  
  
Cardiff Council, South Wales Police, National Probation Service Wales, Cardiff & Vale University Health Board, Shared Regulatory Services, the Voluntary Sector, Fire Service, Business Improvement District (FOR Cardiff) and the Police and Crime Commissioner’s Office.
- 5.1 Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place.
- 5.2 It is recognised that other members will be invited to attend meetings as required to present specific items.

<b>NAME</b>	<b>ORGANISATION</b>	<b>TITLE</b>	<b>AREA</b>
Sarah McGill	Cardiff Council	Corporate Director for People and Communities	Chair
Steve Jones	South Wales Police	Chief Superintendent	Vice Chair
Mark Brace	Police & Crime Commissioner's Office	Deputy Police & Crime Commissioner	Community Safety
Jane Thomas	Cardiff Council	Assistant Director Communities Housing &	Housing ASB Domestic Violence
Isabel Bignall	Cardiff Council	Assistant Director Communities Housing &	CTTV
Will Lane	Cardiff Council	Shared Regulatory Services	Licencing - Taxis/Licensed Premises/ Miscellaneous Trading Standards
Joe Reay	Cardiff Council	Head of Service Partnership & Performance	Contest Board Prevent Emergency Planning Community Cohesion/Counter Extremism Performance/ Research
Hannah Williams	Probation	Chief Executive	Offender Management
Fiona Kinghorn	Cardiff & Vale University Health Board	Deputy Director of Public Health	ACEs DHRs Mental Health Early Intervention Area Planning Board substance Misuse & Alcohol
Victoria Harrison	Community Rehabilitation Company	Chief Executive	Offender Management
David Bents	Fire Service	Group Manager	Fire Service
Mary Duckett	Third Sector	Operations Manager	Community Engagement
Adrian Field	FOR Cardiff	Chief Executive	Business Improvement District
Steph Kendrick-Doyle	Cardiff Council	Community Safety Manager	Providing support to Board

## Secretariat

6. The CSDB will meet at least four times a year, and will take place within two weeks of the quarterly Community Safety Strategic Leadership Group. Additional meetings may be required to discuss specific topics and respond to any new or emerging community safety issues, as directed by the Strategic Leadership Group.
- 6.1 The agenda will be set and agreed by the Strategic Leadership Group meetings, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.
- 6.2 Administrative support will be provided by Cardiff Council.

# PUBLIC SERVICES BOARD WORK PROGRAMMES: COMMUNITY SAFETY



## PUBLIC SERVICES BOARD WORK PROGRAMMES: COMMUNITY SAFETY

### ISSUES IDENTIFIED IN EACH PRIORITY AREA

PRIORITY ONE: COHESION & INTEGRATION	PRIORITY TWO: NIGHT TIME ECONOMY	PRIORITY THREE: PROTECTING THE VULNERABLE & ADDRESSING EXPLOITATION	PRIORITY FOUR: RESILIENT COMMUNITIES
*Asylum Seekers/ Refugees/Migrants	*Businesses Sector/FOR Cardiff	*VAWDASV	*Neighbourhood specific issues/ Problem Profiles/ Hot Spots/ Youth Annoyance/Off Road Bikes/ Discarded Needles
*Integration	*Economic Development	*Sex Workers	*ASB/ Non Council Tenant/Council Tenant
*Gypsy/Travellers	*CCTV	*Human Trafficking/Modern Slavery	*Community Engagement
*BME Communities	*Licensing	*Grooming into -CSE/Racialisation & Extremism/Serious Organised Crime Gangs	*Perceptions of crime & safety
*Counter Extremism	*Taxis Marshalling/*Street Pastors/Funding	*Rough Sleepers	*Advice and information
*Hate Crime	*City Centre Management	*Problematic ( & Open) Drug & Alcohol Use	*Peer Mentors/Community Champions
*Tension monitoring	*Movement in & around the City	*Drug Dealing	*Relationship building
*Radicalisation	*Reducing Crime and disorder	*Reduce Offending 18-25yrs/Youth Offending	
*Prevent	*Protecting Vulnerable	*Reduce Violent Crime/Knife Crime	
*CONTEST		*Serious Organised Crime Gangs	
*Narrative			
*Low levels cohesion East Cardiff			

## PROGRAMMES OF WORK AND GOVERNANCE ARRANGEMENT TO ADDRESS ISSUES AND PRIORITIES

(Quarterly Performance Report: Reporting On Indicators And Programmes Of Work Addressing Issues)

Page 39

COHESION & INTEGRATION	
Programmes of Work	Governance
Inclusive Cities	<b>Taskforce/ Inclusive Cardiff Network</b>
Local Cohesion Action Plan	Welsh Government monitoring Community Cohesion Group Tension Monitoring Group
Work Programme of Community Engagement Officer for Counter Extremism	Hone Office Monitoring
Hate Crime Officers/Schools Project	Hate Crime Forums
Prevent	<b>CONTEST Board Prevent Stakeholders Group</b>
AS/Refuges/ Migrants	Wales Strategic Migration Partnership

NIGHT TIME ECONOMY	
Programmes of Work	Governance
Purple Flag Status	<b>FOR Cardiff Cardiff Against Business Crime</b>
NTE Strategy/Action Plans	Steering Group
CCTV	<b>CCTV Steering Group</b>
Taxis	Taxis Forum
Licencing	<b>Responsible Authority Meeting</b>
	City Centre Management Meeting

PROTECTING THE VULNERABLE & ADDRESSING EXPLOITATION	
Programmes of Work	Governance
VAWDASV	<b>Executive Board/ Strategy Development/ Training Framework/ DHR Panels</b>
Sex Working	Sex Worker Steering Group
Human Trafficking/ Modern Slavery	MARAC HT Forum
Serious Organised Crime Gangs	<b>Serious Organised Crime Board County Lines</b>
Rough Sleepers	<b>City Wide Taskforce Tackling Drug abuse, Begging &amp; Homelessness( Gold) Operational (Sliver) Intervention/ Case Management/ Top Ten (Bronze)</b>
Drug & Alcohol	<b>Area Planning Board</b>
Reoffending	<b>Youth Offending Management Board/ Offender Management Steering Group</b>
Preventing Violent Crime	<b>Preventing Violent Crime Group</b>
Grooming/ CSE	<b>Safeguarding Boards</b>

RESILIENT COMMUNITIES	
Programmes of Work	Governance
Hotspots/profiles/	Senior Partnership Analyst PACTS
ASB tenanted	Local Authority ASB Team – <b>Problem Solving Group</b>
ASB non tenanted	South Wales Police ASB Team Neighbourhood Partnership Team <b>Quality Of Life</b>
ASB – Young People	Youth Services
Discarded Needles	<b>City Wide Discarded Needles Group Vinci/ Street Cleaning</b>
Engagement Community Safety Days	Community involvement plans C3SC – <b>S&amp;CC Network</b>
Advice & Information	HUBS?
Neighbourhood specific issues	To replace Neighbourhood Partnerships Boards/Officers Task & Finish groups????

**\*Groups highlighted in Blue** - It is important that all of the groups highlighted in blue feed into the Community Safety Strategic Leadership Group and Delivery Board to ensure the Community Safety priorities are being met and resources are directed as required.

*This needs more work on linkages*

## APPENDIX 2

### INCLUSIVE GROWTH PROGRAMME BOARD: DRAFT TOR

#### 1. Purpose:

Ensuring that the benefits of the Cardiff's economic growth are shared across all the city's communities is at the heart of the work of the Cardiff Public Services Board as set out in the city's Wellbeing Plan.

The Inclusive Growth Programme Board will bring together decision makers from across the public and communities services to place a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work.

#### 2. Background:

While Cardiff's economy is amongst the fastest growing of all Core Cities, some of the most persistently deprived communities in Wales can be found in the capital city, with areas of high unemployment found within walking distance of the nation's commercial centre. These are patterns that, despite the city's transformation, have remained consistent for over a generation. In-work poverty is also growing problem in the city. Around a quarter of people in employment earn less than the National Living Wage, and casual employment, enforced self-employment, zero-hours contracts and other forms of insecure work mean constant stress and worry for an increasing number of people.

Deprivation, and unemployment rates in particular, are a strong predictor of wellbeing inequality both locally and globally.<sup>1</sup> Furthermore, there is a close correlation between deprivation and high demand on public services. Through better connecting citizens to the city's growth, particularly those citizens furthest from the labour market, this programme will improve outcomes for individuals, families and communities, and reduce demand on public services.

#### 3. Outcome Indicators

Strategic Outcome Indicators (contained in the Wellbeing Plan)

<i>Unemployment rate of the economically active population aged 16+ (disaggregated)</i>
<i>Employee jobs with hourly pay below the living wage</i>
<i>Percentage of children in low-income families</i>
<i>Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)</i>

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<sup>1</sup> Measuring Wellbeing Inequalities, What Works Wellbeing (2017) and Ask Cardiff (2017)



<i>Long-term (i.e. over 12 months) JSA Claimants</i>
<i>Year 11 and Year 13 school leavers that are not in education, employment or training</i>
<i>Rates of Volunteering</i>

Other, more specific population indicators, may be developed by the Board.

#### 4. Programme Scope:

The Inclusive Growth Board will be responsible for the delivery of the following Wellbeing Plan Commitments:

	<b>Commitment</b>	<b>Well-being Objective</b>
1	Develop an integrated approach to <b>employment services</b> in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.	<b>Supporting people out of poverty</b>
2	Support people who are adversely affected by <b>welfare reform</b> by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.	<b>Supporting people out of poverty</b>
3	Ensure that the Welsh Government's flagship <b>anti-poverty programmes</b> (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.	<b>Supporting people out of poverty</b>
4	Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the ' <b>Cardiff Commitment</b> ', in partnership with the private and third sector.	<b>Cardiff is a great place to grow up</b>
5	Promote volunteering and social action, including development of a city <b>volunteering</b> portal.	<b>Safe, Confident and Empowered Communities</b>
6	Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the <b>Real Living Wage</b> initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.	<b>Supporting people out of poverty</b>
7	Seek to increase the <b>impact of public services as anchor employers on tackling poverty</b> and promoting 'fair work' practices by developing cross-public service approaches to 'Social Responsibility', 'Community Benefits' and 'Ethical Employment'.	<b>Supporting people out of poverty</b>

Specific projects within the scope of the programme board will be agreed by the board.

## 5. Chair:

The interim Chair of the Inclusive Growth Programme Board will be Cardiff Council's Corporate Director for People and Communities, Sarah McGill.

The Vice-Chair will be agreed by the Board.

## 6. Membership:

Membership of the Inclusive Growth Programme Board will comprise of one or more members from the senior management team of PSB members.

Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place

It is recognised that other PSB members will be invited to attend meetings as required to present specific items.

## 7. Secretariat

The Inclusive Growth Programme Board will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues, as directed by the PSB Delivery Board.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

## APPENDIX 3

### IMPROVING OUTCOMES FOR CHILDREN BOARD: DRAFT TOR

#### 1. Purpose

This Board will focus on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Up' Well-being Objective, contained in the PSB's Well-being Plan.

The Board, comprising senior officers from agencies across the city of Cardiff and reporting into the PSB Delivery Board, will promote the most effective prevention and early intervention services possible, and ensure that fewer children and young people need to rely on formal care and support, acute or substitute care.

The Board will contribute to the Social Services National Outcome Framework as defined by the Social Services and Well-being (Wales) Act 2014.

#### 2. Background

Cardiff is already a good place for many of its children and young people to grow up, with a fast improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting and cultural opportunities.

However, the evidence shows that there is a clear relationship between those communities in the city with the youngest demographic profile (and the number of school-age children) and multiple-deprivation. This deprivation has been shown to have a profound and lasting effect on the lives of children and young people and their families, and outcomes for children and young people noticeably poorer than in other parts of the city. Children who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public and third sector services and from within their communities. Evidence also suggests that children from low income families are also more likely to be at risk of Adverse Childhood Experiences and the rates of children considered to be at risk, being placed on the child protection register, or taken into care, are significantly higher in the city's most deprived communities.

This programme will lead a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each families' needs and strengths, delivering a joined up approaches to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

#### 3. Strategic Outcome Indicators (contained in the Wellbeing Plan)

Number of children living in poverty
Percentage of reception year children who are overweight or obese
Immunisation rates for children and young people

Mental well-being: children & young adults and adults (National Indicator 29) - under development
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator
Key Stage 4 Pupils Achieving the Level 2 Threshold including English/Welsh & Maths (National Indicator)
Attainment FSM v non-FSM (KS2, KS4)
Year 11 and Year 13 school leavers that are not in education, employment or training

Other more specific population indicators may be developed by the Board.

#### 4. Scope

The Improving Outcomes for Children Board will be responsible for the delivery of the following Well-being Plan Commitments:

Commitments		Well-being Objective
1.	Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a <b>UNICEF 'Child Friendly City.'</b>	<b>Cardiff is a great place to grow up</b>
2.	Adopt a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including: <ul style="list-style-type: none"> <li>• Development of an Early Help Single Point of Access</li> <li>• Commissioning a new Families First Programme</li> <li>• Develop a joined up approach to the first 1000 days of a child's life</li> </ul>	<b>Cardiff is a great place to grow up</b>
3.	Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a ' <b>Children First</b> ' pilot in Ely and Caerau.	<b>Cardiff is a great place to grow up</b>
4.	Develop innovative approaches to identifying those at risk of <b>Adverse Childhood Experiences (ACEs)</b> , putting in place multi-agency response to support children and families before they reach crisis point.	<b>Cardiff is a great place to grow up</b>
5.	Improve <b>mental health and emotional well-being</b> for young people by delivering an integrated approach to Children and Young People Emotional and Mental Health Support.	<b>Cardiff is a great place to grow up</b>
6.	Support young disabled people and their families through the delivery of the <b>Disabilities Future</b> programme.	<b>Cardiff is a great place to grow up</b>

## 5. Chair:

The Interim Chair of the Programme Board will be Sarah McGill, Corporate Director, People and Communities, Cardiff Council.

The Vice Chair of the Programme Board will be agreed by the Board.

## 6. Membership:

Membership of the Improving Outcomes for Children Board will comprise of one or more members from the senior management team of relevant PSB members.

Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place

It is recognised that other PSB members will be invited to attend meetings as required to present specific items.

## 7. Secretariat

The Board will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues, as directed by the PSB Delivery Board.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

## APPENDIX 4

### IMPROVING OUTCOMES FOR ADULTS BOARD: DRAFT TOR

#### 1. Vision:

This Board will focus on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Older' Wellbeing Objective, contained in the PSB's Wellbeing Plan and aligned to those in the Regional Partnership Board's Area Plan.

The Board, comprising senior officers from agencies across the city of Cardiff and reporting into the PSB Delivery Board, will promote prevention and early intervention, wherever appropriate aligning and integrating public and community services, to help older people stay safe, as healthy and independent as possible. This will include:

- That people will live independently in their own home.
- That they will have the integrated advice, support and assistance they need at the right time.
- That no one will be admitted to hospital unnecessarily and that everyone leaving hospital will be supported to achieve maximum independence.
- People in the community will be supported to achieve maximum independence.
- To develop a concept of Locality Working that is integrated between Health, Housing and Social Services.

#### 2. Background:

Although Cardiff is a young city, over 50,000 citizens are over the age of 65 years old and life expectancy and healthy life expectancy has increased steadily over the last 20 years. As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff is projected to rise significantly, with the number of citizens between 65 and 84 projected to rise by 44% over the next 20 years, and the number over 85 years old expected to nearly double.

The majority of older people in Cardiff report being in good, very good or excellent health, higher than the Welsh average. That said, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. Older people are more likely to require longer and more frequent stays in hospital, with nearly two thirds of people currently admitted to hospital over the age of 65. Increased life expectancy has also meant that more older people are vulnerable to social isolation and living in poverty in older age.

Current demand pressures and costs associated with an aging population are significant, and show no sign of reducing. Finding solutions to these long-term challenges will mean public services working in ever closer partnership to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose.

### 3. Outcome Indicators

Strategic Outcomes Indicators (contained in the Wellbeing Plan)

Percentage of people aged 65+ who reported their general health as being very good or good
Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support
Percentage of people aged 65+ reporting they received the right information or advice when they needed it
Percentage of people aged 65+ reporting they live in the right home for them
Percentage of people aged 65+ reporting loneliness.

Other more specific population indicators may need to be developed by the Board e.g.:

### 4. Scope:

The Improving Outcomes for Adults Board will be responsible for the delivery of the following Wellbeing Plan Commitments:

Commitments		Well-being Objective
1.	Building on the <b>First Point of Contact</b> and <b>Single Point of Access</b> services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.	<b>Cardiff is a great place to grow older</b>
2.	Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.	<b>Cardiff is a great place to grow older</b>
3.	Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible.	<b>Cardiff is a great place to grow older</b>
4.	Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.	<b>Cardiff is a great place to grow older</b>

5.	Develop Cardiff as a <b>dementia friendly city</b>	<b>Cardiff is a great place to grow older</b>
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5. Chair:

The interim, Chair of the Programme Board will be Sarah McGill, Corporate Director for People and Communities, Cardiff Council.

The Vice Chair of the Programme Board will be agreed by the Board.

6. Membership:

Membership of the Improving Outcomes for Adults will comprise of one or more members from the senior management team of relevant PSB members.

Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place

It is recognised that other PSB members will be invited to attend meetings as required to present specific items.

7. Secretariat

The Improving Outcomes for Adults Programme Board will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.



## APPENDIX 5

### PARTNERSHIP ASSET MANAGEMENT BOARD: DRAFT TOR

#### 1. Vision

The PSB's draft Wellbeing Plan commits to *'adopt a cross-public services approach to the management of public property and assets.'*

The Partnership Asset Management Board (PAMB) will provide the senior level forum for public sector organisations within Cardiff to lead on the delivery of this commitment, and to discuss all property related initiatives.

#### 2. Background

The key purpose of the board is to maximise the opportunities for partners to collaborate strategically and tactically in respect of property and land assets. It will be responsible for proposing, reviewing and monitoring progress of property issues and strategy at a senior management level. The agenda will be informed by agreed / ongoing partnership initiatives and relevant property priorities proposed by the constituent Board members.

The board will provide a forum for information exchange and discussion in relation to asset strategies and for instigating/implementing property related public sector partnership projects, including:

#### 3. Programme Scope:

The Partnership Asset Management Board will be responsible for the delivery of the following commitment, contained in the Cardiff Wellbeing Plan:

*'Adopt a cross-public services approach to the management of public property and assets'*

Specifically, this will include the following responsibilities:

- To identify and pursue mutually beneficial public sector property/land collaboration opportunities
- Align strategic property investment initiatives between constituent membership organisations to enhance service quality and realise best value
- Provide strategic direction and decisions where necessary on matters relating to partnership land and property opportunities.
- Review and monitor progress of existing partnership land and property projects

The Board will report to Public Sector Board Delivery Board

4. Chair:

The Chair of the Partnership Asset Management Board will be the Chief Executive of Cardiff Council.

The Vice Chair will be agreed by the Board.

5. Membership:

The Board's core membership will comprise of:

<b>NAME</b>	<b>ORGANISATION</b>	<b>TITLE</b>
Paul Orders	Cardiff Council	Chief Executive
Neil Hanratty	Cardiff Council	Director, Economic Development
Sarah McGill	Cardiff Council	
Helen Thomas	Cardiff Council	Strategic Estates Manager
Matthew Seymour	Cardiff Council	Principal Asset Manager
Len Richards	Cardiff and Vale University Health Board	Chief Executive
Sue Morgan	Cardiff and Vale University Health Board	Deputy Director of Strategy & Planning
Abigail Harris	Cardiff and Vale University Health Board	Executive Director of Planning
Geoff Walsh	Cardiff and Vale University Health Board	Director of Capital, Estates and Facilities
Alun Michael	South Wales Police and Crime Commissioner	Police and Crime Commissioner for South Wales
Mark Brace	South Wales Police and Crime Commissioner	Assistant Commissioner for Cardiff, the Vale of Glamorgan and Bridgend
Stephen Jones	South Wales Police	Chief Superintendent
Christopher Shattock	South Wales Police	Head of Estates

Other Cardiff public sector organizations to attend according to agenda include but not limited to:

- Cardiff University
- Cardiff and Vale College
- Natural Resources Wales
- South Wales Fire and Rescue Service

## 6. Secretariat

The Partnership Asset Management Board will meet at least 2/4 times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues, as directed by the PSB Delivery Board.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

## APPENDIX 6

### EDUCATION DEVELOPMENT BOARD TERMS OF REFERENCE 2017-18

#### Background

The Education Development Board (EDB) sits beneath the Cardiff Public Services Board and has a specific focus on the education and well-being of children and young people in Cardiff.

#### Purpose of the EDB

EDB is a Partnership Board

- Maintain an overview of progress against the desired outcomes and goals of Cardiff 2020:
  - Excellent outcomes for learners
  - High quality workforce
  - Self-Improving school system
  - 21<sup>st</sup> century schools
  - Schools & Cardiff in partnership
- Maintain an overview of school performance including academic year 2016-17 results
- Focus upon 'unlocking' and driving up performance in those areas where partners can add most value.
  - The School Estate
  - Community Focused Schools
  - Curriculum Reform- Implementation of 'Successful Futures'
  - Additional Learning Needs (ALN) Reform
  - The Cardiff Commitment (youth progression and schools business partnerships)

#### Board Membership

Name	Role	Organisation
Professor Amanda Coffey	<b>Chair</b> Pro-Vice Chancellor, Student Experience and Academic Standards	Cardiff University (Higher Education)
Nick Batchelar	Director of Education and Lifelong Learning	Cardiff Council
Cllr Sarah Merry	Cabinet member for Education	Cardiff Council
Jackie Turner	Assistant Director of Education and Lifelong Learning	Cardiff Council
Suzanne Scarlett	Performance Manager	Cardiff Council
Ken Poole	Head of Economic Development	Cardiff Council
Mike Glavin	Managing Director	Central South Consortium

Mike James	Principal and Chief Executive	Cardiff and Vale College (Further Education Representative)
Jane Morris	Director	Governors Wales
Anthony Houlston Clark	Lead Trainer/Practitioner	Wales Restorative Approaches Partnership (Third Sector Representative)
Mark Owen	Head of Service Delivery	Careers Wales
Professor Dan Davies	Dean of the Cardiff School of Education	Cardiff Metropolitan University (Higher Education Representative)
Ceri Assirratti	People Services Manager	Admiral Group (Business Representative)
Ashley Kindred	Company Secretary	Panasonic (Business Representative)
Louise Harris	CEO	Big Learning Company (SME Representative)
Natalie Stork (Meeting facilitator)	Performance Officer	Cardiff Council
(one representative for each meeting) Anne Robertson Annette Daly Rowena Small	Schools' Commissioner/Diocesan Director of Education Director of Education Diocesan Secretary	Archdiocese of Cardiff Diocese of Monmouth Llandaff Diocese
Tracey Stephens	Secondary School Head teacher	Cathays High School
Janet Comrie	Nursery School Head teacher	Grangetown Nursery School
Natalie Gould	Primary School Head teacher	St Cadoc's Catholic Primary School
Lisa Marshall	Special School Head teacher	The Hollies

### Meeting Frequency

The Board will meet half termly:

Thursday 5<sup>th</sup> October 2017, 14:00 – 16:00

Thursday 7<sup>th</sup> December 2017, 10:00 – 12:00

Thursday 1<sup>st</sup> February 2018, 10:00 – 12:00

Thursday 3<sup>rd</sup> May 2018, 10:00 – 12:00

Tuesday 26<sup>th</sup> June 2018, 14:00 – 16:00

In 2017-18, the Board will oversee the refresh and relaunch of Cardiff 2020 for 2019-2025, timescales below:

- Organisation of a partnership event in June 2018 for a mid-term celebration and evaluation of Cardiff 2020
- Refresh of the strategy following the release of 2017-18 results in January 2019
- Launch and event 'Cardiff 2019-2025' in Spring 2019

<b>Proposed Work Programme 2017/18</b>				
5 <sup>th</sup> October	7 <sup>th</sup> December	1 <sup>st</sup> February	3 <sup>rd</sup> May	26 <sup>th</sup> June
<b>STANDING ITEMS</b>				
Minutes of last meeting and matters arising	Minutes of last meeting and matters arising	Minutes of last meeting and matters arising	Minutes of last meeting and matters arising	Minutes of last meeting and matters arising
<b>SPECIFIC ITEMS</b>				
<i>Work Programme 2017/18</i> <i>Terms of Reference 2017/18</i> <i>Partnership event</i> <i>Provisional School Performance 2016/17</i> <i>Refreshing Cardiff 2020</i>	<i>Additional Learning Needs (ALN) – update and key challenges</i> <i>Partnership event – update and planning</i> <i>Curriculum Reform</i>	<i>Cardiff Schools Annual Performance Report 2016/17</i> <i>Community focussed schools</i> <i>Partnership event update</i> <i>Early years</i>	<i>Update on Cardiff Commitment</i>  <i>Cardiff 2020 outline evaluation</i>	<i>Cardiff 2019-25</i>

Cardiff PSB Well-being Plan Objectives, Steps and Delivery

	1. A Capital City that works for Wales	Delivery
1.1	Strengthen Cardiff's role as the economic, cultural capital city of Wales, supporting the development of the <b>Capital Region</b> and ensuring that the <b>City Deal</b> and the <b>Cardiff Metro</b> deliver for the people of Cardiff and Wales.	Regular updates on progress to PSB/Delivery Board.
1.2	Seek to make sure that Cardiff has the <b>funding and fiscal powers</b> it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.	Task and Finish (tbc)
1.3	Understand the impact of <b>Brexit</b> on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.	Brexit Working Group in place.
1.4	Attract and deliver <b>major events</b> in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.	Delivered through exiting partnership approach to major events.
1.5	Deliver a safe and vibrant <b>night time economy</b> , working in partnership with the Business Improvement District.	Community Safety Board
1.6	Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.	Bilingual Cardiff Strategy and Delivery Group in place. Annual update on progress to PSB.

	<b>2. Cardiff's Grows in a Resilient Way</b>	<b>Delivery</b>
2.1	Adopt an integrated approach to the planning and delivery of public services in the city's new communities.	Initial workshop planned for 31 May.
2.2	Aim for 50% of all journeys in Cardiff to be by <b>sustainable travel</b> by supporting the development and delivery of the Cardiff Sustainable Transport Strategy.	Transport and Clean Air Green Paper currently out for consultation. Active Travel T&F established to change organisational practice.
2.3	Take a city-wide response to <b>air pollution</b> through leading the development and delivery of a Cardiff Clean Air Strategy.	As above.
2.4	Ensure that the city is prepared for <b>extreme weather</b> events associated with Climate Change by taking an integrated approach to Emergency Management.	Delivered through existing partnership mechanisms.
2.5	Seek to <b>reduce the carbon footprint</b> of the city's public services by working to ensure that all public buildings are energy and waste efficient.	Strategic Asset Management Board
2.6	Explore the potential for <b>divesting public investments</b> from fossil fuel companies.	Task and Finish (tbc)



	<b>3. Safe, Confident and Empowered Communities</b>	<b>Delivery</b>
3.1	Invest in and involve communities in the delivery of integrated, locally-based public and third sector services in Community and Wellbeing hubs.	Cross-cutting issue. To be considered at PSB on 1 May.
3.2	<b>Give people a greater voice</b> in shaping public services through developing and delivering co-created Community Involvement Plan/s.	See above.
3.3	Promote volunteering and social action, including development of a city volunteering portal.	Inclusive Growth Board
3.4	<b>Protect our most vulnerable citizens</b> , adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.	Community Safety Board
3.5	Tackle radicalisation in our communities by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.	Community Safety Board
3.6	<b>Reduce offending and improve life opportunities for the 18-25 age group</b> by developing an integrated, locally-focussed, approach to offender management.	Community Safety Board
3.7	Reduce levels of <b>drug use and substance misuse</b> , and levels of reoffending, through delivering a jointly-commissioned substance misuse service.	Community Safety Board
3.8	Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff, including delivering the ' <b>Inclusive Cities</b> ' project.	Community Safety Board

	<b>4. Cardiff is a great place to grow up</b>	<b>Delivery</b>
4.1	Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a <b>UNICEF 'Child Friendly City.'</b>	Improving Outcomes for Children Board
4.2	Adopt a <b>'Think Family'</b> approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including: <ul style="list-style-type: none"> <li>- Development of an Early Help Single Point of Access</li> <li>- Commissioning a new Families First Programme</li> <li>- Develop a joined up approach to the first 1000 days of a child's life</li> </ul>	Improving Outcomes for Children Board
4.3	Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a <b>'Children First' pilot</b> in Ely and Caerau.	Improving Outcomes for Children Board
4.4	Develop innovative approaches to identifying those at risk of <b>Adverse Childhood Experiences (ACEs)</b> , putting in place multi-agency response to support children and families before they reach crisis point.	Improving Outcomes for Children Board
4.5	Work with communities and across partners in the public and private sector to <b>tackle Child Sexual Exploitation.</b>	Community Safety Board
4.6	Improve <b>mental health and emotional wellbeing</b> for young people by deliver an integrated approach to Children and Young People Emotional and Mental Health Support.	Improving Outcomes for Children Board
4.7	Support young disabled people and their families through the delivery of the <b>Disabilities Future</b> programme.	Improving Outcomes for Children Board
4.8	Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the <b>'Cardiff Commitment'</b> , in partnership with the private and third sector.	Inclusive Growth Board

	<b>5. Supporting People out of Poverty</b>	<b>Delivery</b>
5.1	Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.	Inclusive Growth Board
5.2	Support people who are adversely affected by <b>welfare reform</b> by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.	Inclusive Growth Board
5.3	Develop an integrated approach to <b>employment services</b> in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.	Inclusive Growth Board
5.4	Ensure that the Welsh Government's flagship <b>anti-poverty programmes</b> (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.	Inclusive Growth Board
5.5	Seek to end <b>rough sleeping</b> in the city and tackle the causes of <b>homelessness</b> .	Community Safety Board
5.6	Seek to increase the <b>impact of public services as anchor employers on tackling poverty</b> through adapting employment policies and exploring cross-public service approaches to 'Social Responsibility' policy and 'Community Benefits.'	Inclusive Growth Board
5.7	Support a city wide <b>Food Partnership</b> to ensure citizens have access to sustainable, healthy and affordable food	Food Cardiff partnership in place. Annual update to PSB
5.8	Undertake additional research on how best to <b>tackle health inequalities</b> and reduce the healthy life expectancy gap.	Task and Finish (tbc)
5.9	Work to support delivery of Cardiff's Sport and Physical Activity Strategy to increase participation of current and future generations in sport and physical activities, particularly in our city's most deprived communities.	Council-led approach, support and input from PSB members.

	<b>6. Cardiff is a great place to grow older</b>	<b>Delivery</b>
6.1	Building on the <b>First Point of Contact</b> and <b>Single Point of Access</b> services, further develop easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.	Improving Outcomes for Adults Board
6.2	Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.	Improving Outcomes for Adults Board
6.3	Develop and provide a range of future accommodation options to meet demand and enable people to remain at home.	Improving Outcomes for Adults Board
6.4	Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.	Improving Outcomes for Adults Board
6.5	Make Cardiff a <b>dementia friendly city</b>	Improving Outcomes for Adults Board

	<b>7. Modernising and Integrating Our Public Services</b>	<b>Responsible Board or Group</b>
7.1	Adopt a <b>cross-public services approach</b> to the management of public property and assets.	Public Services Assets Board
7.2	Develop and appropriately skill the city's public service <b>workforce</b> to meet changing needs and demands.	Workforce Development Task and Finish group in place.
7.3	Develop a joined up approach to consultation, engagement and research (integrated with the Community Involvement Plans outlined in Objective 3)	Task & Finish (tbc)
7.4	Seek to deliver public and third sector services and workforce that are <b>representative</b> of the city and its communities, especially BAME communities.	Task & Finish (tbc)

Date: 22 November 2017



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Councillor Huw Thomas,  
Leader,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW

Dear Councillor Thomas,

### **Policy Review & Performance Scrutiny Committee: 15 November 2017**

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate scrutiny of Cardiff's draft Well-being Plan. Members were delighted to welcome such broad representation from Cardiff's PSB. Please pass on our sincere thanks to Cardiff & Vale Heath Board, Natural Resources Wales, South Wales Fire Service, South Wales Police, and Cardiff Third Sector Council. The Members wish to pass on the following comments and observations as statutory consultees in the Boards consultation.

The Committee recognises that the Well-being of Future Generations Act signals a substantial change in the delivery of public services. We note the Future Generations Commissioner's comment in her letter that it is not intended to be an additional burden on public bodies, given current financial pressures. We are therefore surprised at the length and timing of the Commissioners advisory letter on Cardiff's draft well-being plan, and note this advice would have been useful in informing the consultation. We are heartened that partners consider the requirements of the WBFG Act, although a challenge, an opportunity and a necessity that will assist in the delivery of sustainable services, rather than a burden on the public sector. Clearly, this challenge will benefit from the strong platform of partnership working built up over many years in Cardiff,

As Leader, you are clear that there must be a strong correlation between Cardiff's

Well-Being Plan and the Council's Corporate Plan for Delivering Capital Ambition. We too consider it is essential that all partners' corporate plans align with Cardiff's Well-being Plan, and will be seeking greater assurance of this in future scrutinies. We feel both Natural Resources Wales and Cardiff and Vale Health Board were clear this would be the case, and we would urge that all partners are able to demonstrate clear links.

The Committee's role is to monitor the progress of the PSB and we consider this is made more difficult by an absence of clear targets in the draft Plan. We note you are following a statutory timeline to deliver the final Plan. We understand you are not at the target setting stage and have some work to do on performance indicators. However, we feel it would have been useful if targets had been a part of the consultation exercise and urge you to consult on those targets as they emerge.

Members have some concerns about budget arrangements for partnership working. Specifically, whether all partner bodies are spending proportionately on supporting partnership arrangements and whether the cost of supporting the PSB is factored into the Council's budget setting for 2018/19. We accept there is no centralised budget other than a secretariat to support partnership working, and note there will be more detail in budget proposals. We note the alignment of policy objectives, and directing existing activities to work more effectively, is critical to better collaborative work.

In respect of specific objectives, the Committee observed:

Objective 1 - *A Capital City that Works for Wales*. We wish to highlight the disparity in wealth across the City and endorse the view that everyone should have an equal chance to benefit from Cardiff's success. In terms of the private sector, Cardiff is a unique asset, with power centralised to drive the South East Wales economy. However, we note Cardiff is one of the lowest funded authorities per capita and generates significant business rates for the whole of Wales. We are therefore pleased that you acknowledge Cardiff has a leading role to play in ensuring major developments assist in reducing inequalities across the City. The committee would encourage you to continue to stress these funding imbalances in your future contacts with Welsh Government

Objective 2 - *Cardiff's Population Growth is managed in a Resilient Way*. The Committee considers the phrasing of this objective suggests managing population growth to ensure resources for current and future populations, and could be more accurately phrased as *The impact of Cardiff's Population Growth is managed in a resilient way*.

Objective 3 - *Safe, Confident and Empowered Communities*. Members note the consultation is online but certain communities require a stronger focus/more encouragement to contribute and therefore a series of focus groups are planned with hard to reach communities that will talk about community issues not simply the Plan. We note the police development work to be more representative and connect with communities via their community cohesion programme, and encourage partners to share knowledge and experience of work with hard to reach communities.

The Committee urges the Board to use partnership knowledge to effectively integrate services. There was clear commitment from partners, and we endorse the approach highlighted by Health to ask what is best for the citizen and work backwards to arrive at the bodies/partners that should work together to deliver improved service. The Multi Agency Support Hub is a particularly good example.

We wish to re-iterate it would be appropriate that the Well-being Plan is Health Impact Assessed at the planning stage, in line with the Public Health Act.

Members are concerned that transformation in service delivery should not be isolated to the public sector. We consider some ambitions will need to be in tandem with the private sector, business, and charities. Therefore, care should be taken to ensure the Plan includes reference to communicating with, and involving, the private sector to seek their ideas and feedback.

Importantly, during the Way Forward Members commented on the look and feel of the Well-being Plan Survey document. They feel statements are generally positive and closed, and have some concerns that in taking this approach the consultation document does not open up debate. Therefore, we respectfully suggest future

consultation exercises would have greater credibility if a more open style of questioning were adopted.

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Finally, the Committee is delighted that partners are welcoming of the scrutiny framework, recognising that the joint challenge of partners in holding the Board to account re-enforces the benefits of strong relationships between partners. We note that you have commissioned a review of partnership governance arrangements that will need to be in place in advance of publication of the final Well-being plan in May 2018, and look forward to oversight of governance arrangements, in line with our statutory scrutiny responsibilities.

Once again, on behalf of the Committee, please pass my sincere thanks to all partners who attended the PRAP Scrutiny Committee for consideration of the draft Well-being Plan. We value the ongoing constructive exchange between the Board and the Committee. We are not expecting a response however would ask that you factor our comments and observations into the consultation to inform the final Plan. We will factor consideration of the final Well-being Plan and governance arrangements on our work programme for the New Year.

Yours sincerely,



**COUNCILLOR DAVID WALKER CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Paul Orders, Chief Executive  
Gareth Newell, Partnership & Community Engagement Manager  
Maria Battle, Chair, Cardiff & Vale Health Board  
Gareth O'Shea, Natural Resources Wales  
David Bents, South Wales Fire Service  
Superintendent Stephen Jones, South Wales Police  
Sheila Hendrickson-Brown, Chief Executive



Joanne Watkins, Cabinet Office Manager Debbie  
Said, PA to Leader.

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**20 June 2018**

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**Corporate Performance Management Report: Quarter 4 2017/18**

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**Purpose of this Report**

1. To present the Council's Corporate Performance Management Report for Quarter 4 (January to March) of the 2017-18 financial year, providing the Policy Review and Performance Scrutiny Committee with an opportunity to monitor performance.

**Background**

2. This Committee has responsibility for monitoring the overall performance of the organisation, and the actions taken to ensure that agreed targets and commitments set out in the Corporate Plan are delivered.
3. The Council's performance management framework includes the production of quarterly performance reports designed to provide an overview of Directorate performance. Effective scrutiny of performance is an important component of the framework as it provides the opportunity to challenge performance levels, and helps the Council to focus on the delivery of its priorities and targets.
4. Performance information is produced quarterly and available to the Committee for scrutiny. However, during the 2017/18 municipal year the Committee agreed that its Performance Panel would monitor performance, whilst the full Committee considers the outturn/Q4 at formal Committee.

## Structure of the Papers

5. For clarity, the suite of performance papers attached to this report that make up **Appendix 1** are as follows:

**1a:** Progress and Challenges Quarter 4 2017-18

**1b:** Council Overview Scorecard for Quarter 4 2017-18

**1c:** Corporate Plan Scorecard for Q4 2017/18.

6. The documentation published to support the Council's performance management framework has evolved over the past two reporting years, as a result of stakeholder engagement, including engagement with this Committee and its Performance Panel. The full Quarter 4 report includes a summary of each of the Council's seven Directorates performance against priorities, measures, actual results, targets and Q4 Headline Actions. If Members wish to look behind the high level (Corporate) picture in more detail at Directorate performance reports these are available on request.

7. To assist good scrutiny of performance this Committee has previously requested a summary of 'Corporate highs and lows', to accompany the Corporate scorecard. Therefore, attached at **Appendix 1a**, is summary of '**Progress and Challenges: Quarter 4 2017-2018**'.

8. Attached at **Appendix 1b** is a '**Council Overview Scorecard**'. This scorecard is designed to give an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:

- Financial
- Customer
- Internal Processes
- Learning & Growth.

The specific contents of each area of the scorecard will vary from quarter to quarter to highlight the most important achievements and challenges in relation to these four topics.

9. The Council’s current approach to performance monitoring includes the production of a **Corporate Plan Scorecard** (attached at **Appendix 1c**). This document reports performance against the commitments and measures in the Corporate Plan. The intention is that strategic scrutiny and challenge of the Council’s performance is made more effective, as accessibility to the key messages is improved.

### Summary of 2017-18 Performance

10. The Corporate Plan 2017-19 includes 98 performance measures that support the delivery of the Corporate Plan Capital Ambition priorities and Well-being Objectives.
11. **Appendix 1c** provides a report on the performance of these measures at the end of 2017-18. Information on the 2017-18 targets and prior year’s performance – where available – is also provided, to allow a means of comparison.
12. For some measures a comparison is not possible for one of the following reasons; i) the measure is annual and relies on external data which is not yet available, ii) it is a new measure with no baseline data with which to set a target or iii) A change has taken place during the financial year which has led to the target set being deemed no longer appropriate.
13. In summary, performance against 2017-18 targets was as follows:

	<b>Green</b> (Better than target)	<b>Amber</b> (Close to target)	<b>Red</b> (Worse than target)	<b>Comparison not available</b>	<b>Total</b>
<b>Number of measures</b>	50	22	16	10	<b>98</b>
<b>% of all measures</b>	51%	23%	16%	10%	<b>100%</b>
<b>% of results available</b>	57%	25%	18%		

14. Of the 10 measures for which results are currently unavailable:
- 2 relate to Waste and require external validation from NRW,
  - 8 relate to Education KS4 measures where changes to the assessment criteria have rendered the targets set for 2017-18, which were based on the previous criteria, no longer comparable and therefore the results cannot be given a RAG rating.
15. The Corporate Plan also included 73 separate commitments which identified steps the organisation intended to take in order to deliver against its priorities and wellbeing objectives in 2017-18. One commitment in relation to “*Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources*” cannot be rated as a decision was made during the year not to progress this commitment.
16. In summary, the RAG ratings for the 72 remaining commitments were as follows:

	<b>Green</b>	<b>Amber / Green</b>	<b>Red/ Amber</b>	<b>Red</b>	<b>Total</b>
<b>Number of measures</b>	49	16	6	1	72
<b>% of all measures</b>	69%	22%	8%	1%	100%

### **Public Accountability Measures – National Performance Indicator Set 17/18**

17. Of the performance measures collected and monitored by the Council, 27 are national indicators. These measures are referred to as Public Accountability Measures (Previously referred to as National Strategic Indicators – NSI, and Public Accountability Measures - PAM). All Local Authorities in Wales collect and report on these measures on an annual basis, in line with detailed and specific guidance provided by the Local Government Data Unit, Wales (Referred to as the Data Unit).
18. Each Local Authority was required to submit their 2017-18 results to the Data Unit in May 2018 for validation. Once completed, usually towards the end of August, the Data Unit will return the Council’s validated results.

19. In September 2018, the Data Unit will publish the Local Government Performance Bulletin for 2017-18, which contains information on a range of Local Authority Services, using data to highlight the overall level and range of performance across the 22 Welsh LA's. This bulletin contains comparisons of results for all LA's on a range of, but not all, national measures. All national indicator results are embargoed until the release of the bulletin in September.
20. Therefore, the summary provided below is indicative as it is based on the provisional results of the PAM indicators prior to validation. There is a possibility that these results could change as a result of the validation process.

**2017-18 Performance against 2017-18 targets.**

	<b>Met Target</b>	<b>Not Target</b>	<b>Met</b>	<b>Total</b>
<b>Number of Measures</b>	13	8		21*
<b>% of all Measures</b>	62%	38%		100%

*\*The results for a further 7 indicators in addition to the 21 shown above are either not yet available or did not have a target set for 2017-18.*

**2017-18 Performance against comparable 2016-17 Performance.**

	<b>Improved</b>	<b>Declined</b>	<b>No Change</b>	<b>Total</b>
<b>Number of Measures</b>	9	3	1	13**
<b>% of Comparable Measures</b>	70%	23%	7%	100%

*\*\* 13 of the total 27 indicators have comparable results at this stage. 12 of the 2017-18 PAM indicators are either new indicators or the methodology behind the indicators has changed for 2017-18 and therefore do not have a direct comparison to 2016-17. The other 2 indicator results are not yet available for 2017-18.*

**Summary of key issues – Council Overview Scorecard**

21. Members' attention is drawn to the following key issues highlighted in **Appendix 1b**, the Council Overview Scorecard:

### **Sickness Absence**

22. The Sickness Absence outturn for 2017-18 is 11.27 days lost per FTE; this is an increase of 0.5 days lost per FTE compared to 2016-17 (10.77) and continues a trend of increasing sickness absence.
23. Work has commenced on implementing the APSE action plan, with focus groups being carried out with frontline staff and investigating areas that have high proportions of sickness to understand the specific issues of those areas.

### **Finance**

24. The combined directorate overspend position for 2017-18 was £4.980 million. There were significant overspends in Social Services (£2.769m), Economic Development (£1.642m) and Education (£1.349m). The specific reasons behind these overspend positions are discussed further in the respective directorate challenges section of this report and also in the Financial Outturn report for 2017-18.
25. The authority delivered budget savings of £11.303m in 2017-18 against a target of £14.157m. This is an achievement level of 80% against target for the financial year. The detailed breakdown of savings achievement will be discussed in the Financial Outturn report for 2017/18 and a graph showing delivery of savings by directorate can be seen on the Council Overview Scorecard appended to this report.
26. Despite these results, the overall financial out-turn for the council showed a balanced position and within that the council was also able to increase some key reserves to support financial resilience over the medium term.



## **Customer**

27. The increasing interaction with customers through online channels is highlighted on the Council Overview scorecard. Key highlights include a continuing increase in visitors to the Council's website, an increase in visitors to the site using mobile devices, an increase in online payments, online parking permit applications and use of online forms.
28. The expansion of the Council's social media presence and engagement also continued throughout 2017-18 with significant increases in both Facebook likes and Twitter followers during the year.
29. The number of complaints recorded increased in 2017-18, up 7.7% from the previous year with a total of 1,907. Areas with increased complaints compared to 2016-17 include Waste, Housing, Traffic and Transport and Parks, while areas showing notable decreases in complaints on the previous year include Arts and Theatres, Neighbourhood services and Customer Services. The annual complaints report will be presented to Cabinet in October and will provide further detail behind the figures along with explanations for the movements in different areas.

## **Way Forward**

30. Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance, has been invited to attend for this item. Christine Salter, Corporate Director Resources will also attend. Joseph Reay, Head of Performance and Partnerships and Andrew Simms, Operational Manager, Performance, have been invited to present the report.
31. Members are invited to consider the information set out in the report, and appendices 1a, b &c, and identify any issues that require further scrutiny and should be considered for the Committees 2018/19 work programme planning.

32. Members may also wish to pass on any observations, comments or recommendations to the Cabinet Member, Finance, Modernisation & Performance to inform the Cabinet's consideration of the Quarter 4 performance report on 5 July 2018.

### **Legal Implications**

33. 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 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**

34. 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:

- Review the information provided in the Quarter 4 2017/18 Corporate Performance Report contained in **Appendices 1a,b &c**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

### **DAVINA FIORE**

Director of Governance & Legal Services

14 June 2018

Background Paper : Q4 Performance 2017/18. Final report.

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## **Appendix 1a – Performance Progress and Challenges: Quarter 4 2017-18**

### **City Operations – Key Areas of Progress**

1. Performance against key indicators on street cleanliness in the city was strong in 2017-18. Over the year, 94.3% of the streets assessed were of a high or acceptable level of cleanliness. This exceeds the target set of 90%, and is a significant improvement on performance for 2016-17, which was 90.5%. Similarly, 99% of reported fly tipping incidents were cleared within 5 working days exceeding the target set of 90%. Again this is an improvement on 2016-17 when performance was 98.3%.
2. Determination of householder planning applications is also an area of consistently strong performance. 95.4% of applications were determined within agreed timescales, well above the target set of 80%. Determination of major applications within the timeframe also significantly exceeded the 25% target with 66%.
3. The delivery of 20mph limit areas in Riverside South and Canton South have both been completed in 2017-18, as have remedial measures for Gabalfa and Cathays after securing in year funding from Welsh Government.
4. Following an in-year audit, the Council has maintained Green Dragon Environmental Standard Level 3.
5. Training and development opportunities for operatives in Neighbourhood cleansing are proving successful with 30 operatives having successfully completed essential skills modules. A training matrix is now in place for supervisors and frontline staff.

### **City Operations – Challenges**

6. The Clean Air Strategy has been developed to its final stage but the focus is now on the legal direction imposed on Cardiff Council by Welsh Government. Cardiff Council is legally obliged to meet the timescales and associated requirements specified below:
  - i. **As soon as possible and by 31<sup>st</sup> March 2018 at the latest the initial scoping proposals:** Setting out the proposed approach to the feasibility study and including scope of work, governance, resourcing, procurement approach, indicative costs and timings.
  - ii. **As soon as possible and by 30<sup>th</sup> September 2018 at the latest the Initial Plan:** Setting out the case for change and identifying, exploring, analysing and developing options for measures that the local authority will implement to deliver compliance in the shortest possible time, with indicative costs for those options.
  - iii. **As soon as possible and by 30<sup>th</sup> June 2019 at the latest the Final Plan:** Identifying in detail the preferred option for delivering compliance in the shortest possible time, and including a full business case setting out value for money considerations and implementation arrangements and timings.
7. The Capital Ambition Programme has defined a number of important infrastructural challenges for Cardiff, in terms of Highways, cycling, public transport and other asset improvement priorities. It will be essential to have clear, costed programmes and implementation plans/resources to deliver these targets effectively. Ongoing work is taking place to put these programmes and resources in place.
8. The Directorate has a number of challenges in a range of specific areas related to productivity improvement, sickness absence, staff engagement and resourcing. This is in the context of services which are sometimes performing well on existing measures but where the demand for improvement across Cardiff is strong and firm budget controls are required.

A comprehensive programme for service development and in particular the key challenges (Including workforce issues and digital transformation) will be progressed and implemented by the Assistant Director for Street Scene once the appointment has been made.

### **Communities, Housing & Customer Services – Key Areas of Progress**

9. The customer base of the Council's Meals on Wheels service has more than doubled over the financial year, increasing from 132 to 283. The service will be extending to cover both weekends and bank holidays from May 2018
10. Following a thorough bidding process, Rubicon Dance were successful and have been awarded the Community Asset Transfer for the Roath Library Building.
11. The work of Independent living services (ILS) and the effective working relationships between ILS and the Adults Services social worker teams have been a key factor in the number of people receiving domiciliary care falling to its lowest point since December 2015. This is covered in more detail in the Social Services section of the report.
12. Housing Development have been working with Wates residential to help deliver the Cardiff Living programme, a 10 year partnership designed to tackle growing demand for housing in the city. At the end of March the first homes to be released as part of the partnership, located on the Braunton Crescent and Clevedon Road site in Llanrumney, were released off-plan and all of them were reserved within 24 hours, with particular interest from firsttime buyers. This marks a major milestone in the Cardiff Living partnership, which will see the development of 1,500 homes, 600 council homes and 900 for the open market, across 40 sites in the city, following Wates Residential's appointment as Cardiff the Council's trusted development partner in January 2016.

13. Prior to release the plots, which include two and three bedroom homes, were advertised at an information event, held to attract local buyers, at the Eastern Leisure Centre in Llanrumney. The event was attended by more than 50 people with the opportunity to make an appointment with the appointed estate agent for the following day. Successful reservations were made by eight (67%) first-time buyers, while seven homes (58%) will be bought through the Government's Help to Buy scheme. The Braunton and Clevedon site, due for completion next year, will comprise of 106 mixed tenure homes, including 40 affordable homes and 66 for market sale. A further four development sites have been approved as part of the first phase of the programme.
  
14. The verified result for the academic year 16/17 has been confirmed as a 92% success rate of academic learners completing courses through Adult Community Learning (ACL). This positive performance against the 90% target has ensured that Cardiff's Adult Community Learning section has contributed to the Cardiff and Vale Community Learning Partnership result which was also 92%. Indications are that the success rate for 2017/18, currently unverified, will match the success of the previous year at 92%.

### **Communities, Housing & Customer Services – Challenges**

15. With Universal Credit full service rolled out on 28<sup>th</sup> February, advice staff have worked to prepare and alleviate some of the negative impacts. Issues emerging from other local authorities have included significantly increased demand for digital support as well as a higher demand for specialist debt advice, alongside very high numbers of queries at the front line due to confusion over the new system. National pilot areas have shown arrears are a major concern with Croydon Local Authority reporting that rent collection has reduced from 98% to 72% for Universal Credit claimants, who account for 8.92% of tenants but contribute 38% of the arrears.



16. Advice staff have taken many steps to ensure we are doing all we can to support those affected by the change, this includes advice outreach across the city, in food banks, hostels, community hubs and job centre plus offices to reach as many of those who may be affected as possible. In addition to this employment, services have expanded, with the launch of the new Employment Gateway to take place in April. A robust training package was rolled out during quarter 4 with over 800 staff trained, and the role of hub staff now includes homelessness prevention. Work has also taken place with stakeholders and private landlords, with engagement events and the development of the Landlord Liaison Service.
  
17. Rough sleeping continues to be a challenge, with 60 people being recorded as sleeping rough in Cardiff during the week ending 30 March 2018. Cold weather provision ran from the beginning of November until the end of March and approximately 8,000 nights of accommodation were provided in total. During the worst weather 84 additional spaces were available, in addition to the 45 emergency spaces provided year round. These spaces were accessed by 81 people, no night without vacancies shows that the service had sufficient capacity to meet demand, with staff going above and beyond to support the service.
  
18. Additional checks carried out on our high-rise blocks of flats have revealed that cladding systems on six of our buildings do not meet current fire-safety standards. These test results show that the cladding systems consist of veneered, fibrous-hardwood, rainscreen panels that fail today's combustibility standards. Additional safety measures have already been put in place in the blocks including round-the-clock fire warden patrols and increased CCTV monitoring. It is likely that the cladding on all blocks affected will need to be removed and the Council is currently looking at the best way to achieve this.
  
19. The rollout of the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence continues

to progress much more slowly than anticipated. Only 9.9% of Council staff had completed the module by the end of 2017/18 against a target of 50%. There is a requirement from WG for 100% of staff to have completed the module by the end of 2018/19.

### **Economic Development – Key Areas of Progress**

20. Performance against the indicator for assistance in creating and safeguarding jobs in the city was very strong in 2017-18. 1,261 jobs were created and 3,643 were safeguarded during the year, a total of 4,904. In addition it is anticipated that the commitment for Metro Central will unlock further investment opportunities.
21. All 10 Local Authorities within the City Region have agreed the Joint Working Authority (JWA) business plan to discharge the reserve matter.
22. The learning and development programme to encourage frontline operatives to attend essential skills training has signed up over 20 employees for an NVQ and 8 HGV training placements have been completed.
23. Progress is being made towards agreement of a joint venture to deliver a new family attraction at Cardiff Castle.

### **Economic Development – Challenges**

24. A report will be presented to Cabinet in July to gain authority to extend the implementation of Corporate Landlord further including the integration of maintenance arrangements for schools. Significant progress has been made in regard to H&S compliance with work ongoing to bring the whole estate up to standard. Work is progressing to prepare a major disposals programme to

support the Schools Band B programme and the capital programme over the medium term which will be reported to Cabinet in the autumn.

25. The outturn position for Commercial Services for the 2017/18 period is an overspend of £1,665,000. The main contributors to the overspend were Waste Treatment and Buildings. In respect of Waste Treatment, the reasons include an under achievement of savings targets totalling £471,000 and in year pressures of £866,000 mainly relating to the treatment and disposal of waste. While a number of these matters have been addressed within 2018/19 budget setting, risks remain regarding recycling processing market and income.
  
26. In respect of Corporate Buildings, the main reason was an overspend on the repair and maintenance of Council buildings. In 2018/19, there will be greater control applied to this area to ensure that the corresponding budgets are used only for essential building maintenance and that authorised spend is limited to the Property Teams activities.

### **Education & Lifelong Learning - Key Areas of Progress**

27. The results for the 2016 – 2017 academic year build on a clear pattern of continuing improvement in recent years. Of particular note is the overall improvement in the quality of education provision in Cardiff, as evidenced by Estyn inspections and national categorisation. There has been some reduction in the variation in quality and outcomes between similar schools, and an improvement in outcomes for some low attaining groups of learners. However, when these results are set against the aspirations and targets in Cardiff 2020 it is clear that much further work remains to be done.

The overall strengths of Cardiff's performance in 2017 are:

- The continuing pattern of improvement in the Foundation Phase and Key Stage 2;
- Cardiff's performance in relation to the Welsh averages in the Foundation Phase and Key Stage 2;
- Performance at Level 2+ and Level 2 thresholds, compared with the Consortium and Welsh averages;
- Improved Estyn inspection outcomes and an increase in the number of schools removed from an Estyn category;
- Improved attainment of eFSM pupils at Key Stage 2 and 4;
- Continuing reduction in the number of young people who are not in education, employment or training.

28. In the primary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (89.7% Cardiff, 85.3% Wales). There was no change to the number of primary schools categorised as red in January 2018, whilst the proportion of red primary schools across Wales increased by 0.4 percentage points. The proportion of amber schools decreased to eight schools in January 2018, compared to thirteen in January 2017.

29. In the secondary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (88.8% Cardiff, 68.3% Wales). There is now only one secondary school categorised as red in January 2018, compared to three schools in January 2017 (two of the schools are now closed). The proportion of red schools in Wales increased by 2.9 percentage points. The proportion of amber schools decreased to one in January 2018, compared to five in January 2017.

30. In the special sector, the proportion of schools in the green and yellow categories is 71.4%, compared to 57.1% in January 2017. No special schools are categorised as red in January 2018, one school was categorised

as red in January 2017. No special schools in Wales are categorised as red in January 2018.

31. There has been good progress in reducing the proportion of young people who are not in education, employment or training (NEET). 3% of young people (100 young people) were identified as NEET in 2016, compared with over 8% in 2010. This represents a 5.8 percentage point decrease in 6 years. Provisional 2016-17 data indicates that the Cardiff NEET figure has further reduced to 1.7% (54 young people). National data is not yet available.

### **Education & Lifelong Learning – Challenges**

32. The continued introduction of new qualifications and on-going changes to performance indicators will continue to present challenges for Cardiff schools. Although the outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage the changes to qualifications and key performance indicators than schools elsewhere in Wales.

The key areas for improvement are:

- Performance in the Level 1 threshold is 93.2% (5 GCSEs A\*-G), which is below the Welsh average of 94%.
- Improving outcomes for particular groups, including EOTAS (Educated Other Than At School) pupils and Children Looked After.
- Reducing the gap in attainment between pupils eligible and not eligible for free school meals.

33. In November 2017, Welsh Government confirmed approval in principle of the Band B 21<sup>st</sup> Century School sum proposed by the Local Authority. A significant amount of work was undertaken to compile the Strategic Outline Business Case for £284 million, half of which will be funded by Welsh Government and half by the Council. This funding will seek to address the most acute sufficiency and condition issues in Cardiff.

34. The December 2017 Cabinet Report, '21<sup>st</sup> Century Schools- Cardiff Council's Band B priorities', outlines the proposed schemes in Cardiff under this programme. It should be noted that because of the scale and number of proposed projects in the Band B investment programme, the delivery of the schemes will be undertaken in batches over the timespan of the programme commencing in 2019. As a result of the phasing, it may be necessary to put interim measures in place where sufficiency issues arise before new schools with increased capacity can be delivered.
35. A subsequent report to Cabinet will propose operational arrangements to deliver the Cardiff Band B 21<sup>st</sup> Century Schools Programme.
36. A significant amount of work has been undertaken by the ALN Working Group to identify the strategic priorities to improve outcomes for children and young people with ALN. The strategy was approved by the Cabinet in January.

The key challenges facing Cardiff are:

- The introduction of the Additional Learning Needs and Educational Tribunal Act (ALNET); and
- The growing number of learners requiring special school or specialist resource base places in order to fully access education and fulfil their potential.

The December 2017 Cabinet Report, '21<sup>st</sup> Century Schools- Cardiff Council's Band B priorities', identifies four capital schemes to re-shape Cardiff special school provision. In order to extend provision to meet demand before the completion of any schemes under Band B (2018-22), the Council has consulted on eight schemes to extend and adapt special school and specialist resource bases (SRBs). Further detail can be found in the April 2018 Cabinet Report.

37. The directorate's outturn position for 2017/18 shows a significant overspend for the financial year of £1.349 million. A large proportion of this overspend (£935,000) can be attributed to overspends against the budget for Out of County placements as a combination of unachieved prior year budget savings as well as in-year pressures.

### **Governance & Legal Services – Key Areas of Progress**

38. Key appointments have been made with a new Head of Electoral Services starting on 21<sup>st</sup> May and a new Head of Democratic Services also being appointed to increase management capacity within the directorate.
39. A number of constitution updates have been agreed, making clearer the need to consult with Councillors on significant issues, updating the rules on filming and recording meetings and streamlining the processes at Council meetings.
40. Three members of staff who undertook the intensive welsh language training have completed the course and successfully passed the exam undertaken in January. A member of the Bilingual Cardiff Team continues to provide Welsh Language training for Directors and Senior Managers.

### **Governance & Legal Services – Challenges**

41. The external legal spend budget continues to be under significant pressure despite the centralisation of external legal expenditure in 2017/18. Workloads for staff are challenging particularly in relation to Children's Social Services cases which are increasing in both number and complexity which necessitates additional expenditure on external legal resource
42. Effective workforce succession planning and retention of solicitors within the flat reporting structure in place in Legal Services is a challenge. Currently all

solicitors are employed at Grade 10 and report directly to three OM's. This creates issues for both retention of solicitors and succession planning.

### **Resources – Key Areas of Progress**

43. The Council has been shortlisted in the 2018 UK Living Wage Champion Awards in the Local Authority leadership category.
44. Council tax and NDR collection rates are both improved on the level of collection compared to 2016-17, showing increases of 0.14% and 0.9% respectively. Council tax collection is now at 97.66%.
45. The Council's Socially Responsible Procurement Policy was approved by Cabinet in February.
46. The new contract standing orders and procurement rules were approved by the Constitution Committee in March making it mandatory to deliver community benefits on all contracts over £1million in value.
47. Atebion Solutions is trading at a surplus in its first year of operation.

### **Resources – Challenges**

48. The scale of budget savings required to be found from directorates poses a significant challenge to the organisation in order to provide and maintain assurance that internal controls are not compromised thus increasing the risk of fraud, wastage and ineffective decision-making. This is compounded by the scale of budget savings to be found from the Resources directorate which places further pressure on those finite resources maintaining strong internal controls which are of paramount importance.
49. The development of the Council's budget strategy for 2019-20 and the medium term is a significant challenge for the directorate in terms of both



developing a balanced budget and in supporting directorates to try to develop robust savings proposals to meet the budget gap with decreasing resources and on top of several years of challenging budget setting cycles.

## **Social Services - Key Areas of Progress**

50. The Adults Services budget delivered an underspend of £1.226 million in 2017-18. This largely reflects additional grant allocations from WG to cover winter pressures although it also reflects reduced costs in relation to domiciliary care for older people as a result of reduced hours of care provided and reduced referrals. This underspend in Adult Services budgets helped to partially offset the overspends in the Children's Services budgets.
51. Support4Families (The early help front door) is operational and early signs indicate that it is diverting low level calls away from the MASH. Work needs to continue to promote the "Family Gateway" in order to increase the number of direct referrals to Support4Families rather than calls being diverted from the MASH.
52. The Council along with Alzheimer's Society Cymru are offering Dementia Friend Sessions to retail staff within St David's Shopping Centre. The sessions are designed to help businesses learn more about the challenges faced by customers affected by Dementia.
53. The number of people receiving Domiciliary care is at its lowest since December 2015. This is in part the result of work carried out by Independent Living Services (ILS) at the First Point of Contact (FPoC) and holistic visits to help people remain independent for longer. It is also as a result of effective working relationships between the Adult Services Social Worker Team and ILS and a reduction in domiciliary packages being put through to brokerage by the hospital teams and community resource team.

54. The Council took the opportunity to celebrate World Social Worker day and celebrate some of the achievements of the profession. The directorate, working with the communications and media team, highlighted and celebrated the amazing work taking place in the community. Good news stories surrounding the care and support the directorates social workers provide to the vulnerable children and adults of Cardiff were showcased through the Council's intranet, Facebook and Twitter platforms and individuals and teams within the directorate nominated and recognized for their wonderful work.

### **Social Services – Challenges**

55. There is mounting evidence of increasing numbers of children requiring intervention to prevent significant harm as a result of multiple complex factors. The number of looked after children has continued to increase from 802 at 31<sup>st</sup> December 2017 to 830 at 31<sup>st</sup> March 2018. This is despite preventative initiatives, such as the Adolescent Resource Centre (ARC) and Rapid Response that are succeeding at preventing children from starting to be looked after.

56. Workforce succession, retention and recruitment, including preparation for the Regulation and Inspection of Social Care (Wales) Act 2016 is a key challenge. Whilst it would appear that the improvement shown in Children's Social Worker vacancies in Quarter 2 has not been maintained in Quarters 3 and 4, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. Addressing the vacancy position continues to be a priority and recent recruitment activity has yielded positive results. It is anticipated that vacancy rates will improve as the newly appointed staff begin to take up post in Quarter 1.

57. Increasing numbers of social worker vacancies in Adult Services is an emerging issue and this reflects the national picture and has the potential to become a significant challenge for the service.

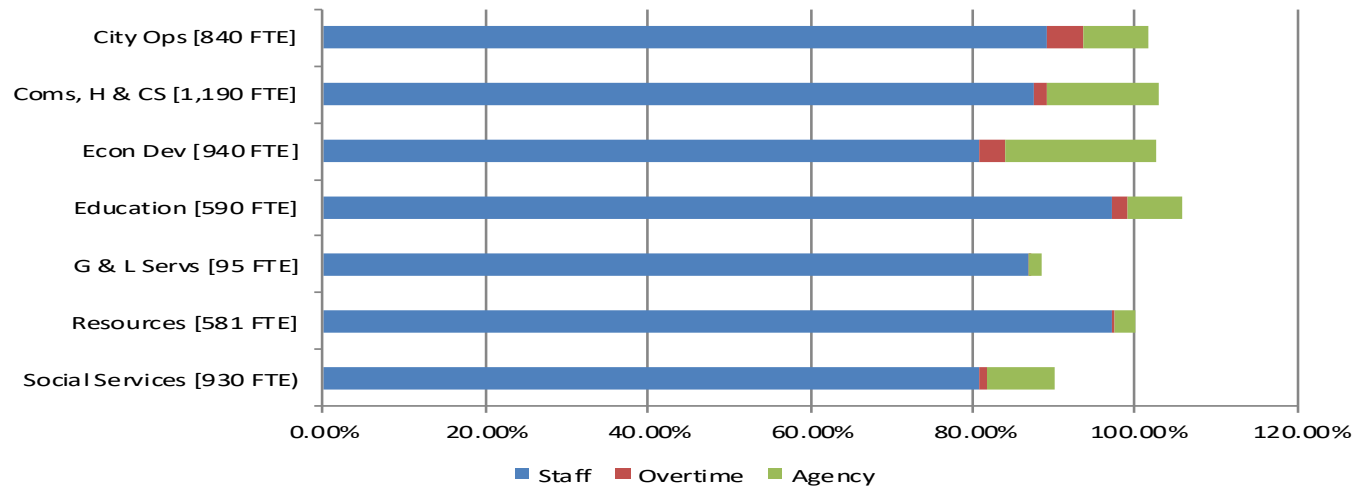
58. Children's Services outturn position shows an overspend of £3.995 million for 2017/18. This continues to be a challenge, particularly in view of the need to protect children and the associated costs of children being looked after which is the main contributor to the overspend position.

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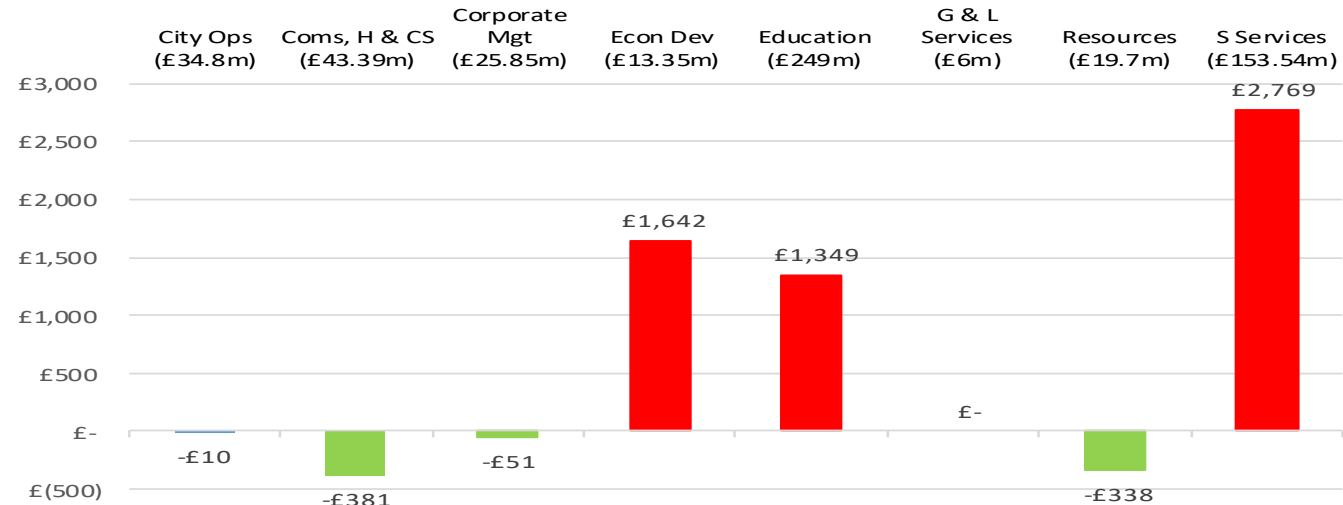
# Council Overview Scorecard Quarter 4 2017-18

## Financial - Tracking financial success and value

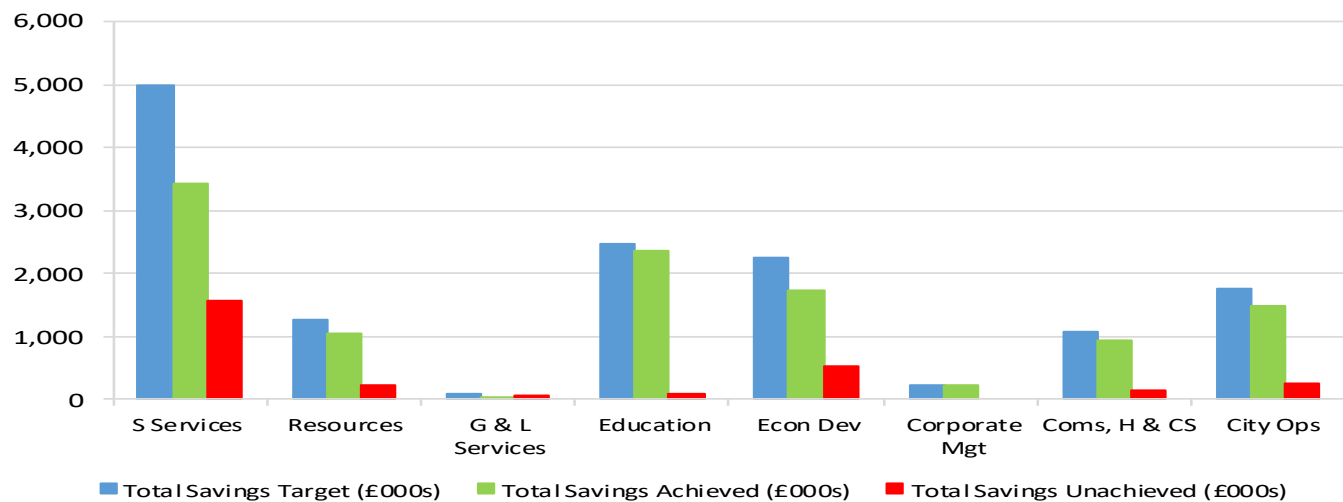
Staff Budgets, Overtime & Agency



Budget Variance in £000s



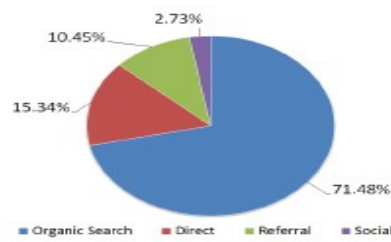
Outturn Savings 2017-18 in £000s



## Customer - Providing information, clarity and help to citizens

### About our visitors...

Search engines remain the dominant source of traffic to our website but we can see significant growth in both referrals from other websites and social engagement with our site. There was a spike in visitors from other (43,412) websites between 17th and 20th March when snow fell across the city.



3,090 arrived via Twitter

8,178 arrived via Facebook

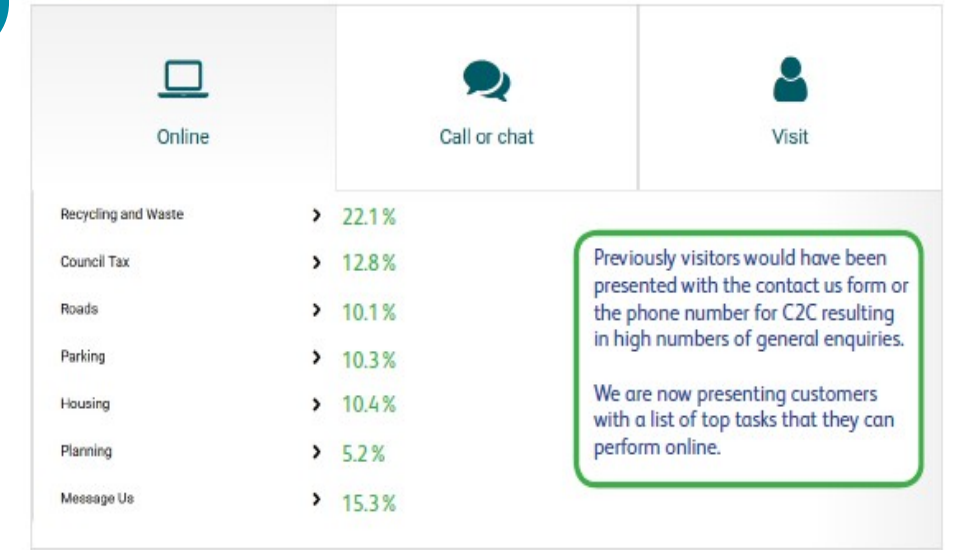
**Customer focus:** Since we launched a new contact page in December evidence shows that customers are using fewer generic contact forms that need more officer time and possibly further customer contact.

Customers have accessed the options on the online contact us section 9,588 times. This has helped direct our customers more efficiently to the services they need and avoided unnecessary contact into C2C.

Below are the percentage of visitors that accessed the individual service options.

Only 7.60% of the total visitors (19,355) to the contact page accessed the message us section.

### General enquiries



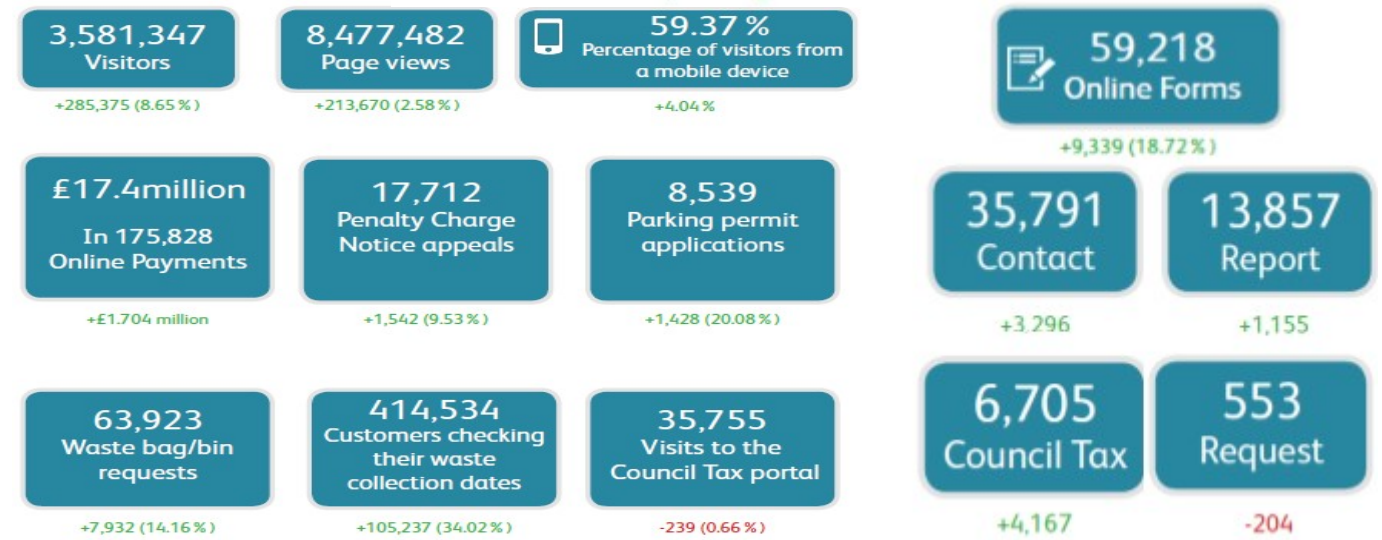
Previously visitors would have been presented with the contact us form or the phone number for C2C resulting in high numbers of general enquiries. We are now presenting customers with a list of top tasks that they can perform online.

## Cardiff.gov.uk

2017-18

During the 2017/18 financial year www.cardiff.gov.uk received:

\*Compared against 2016/17



### Information Requests

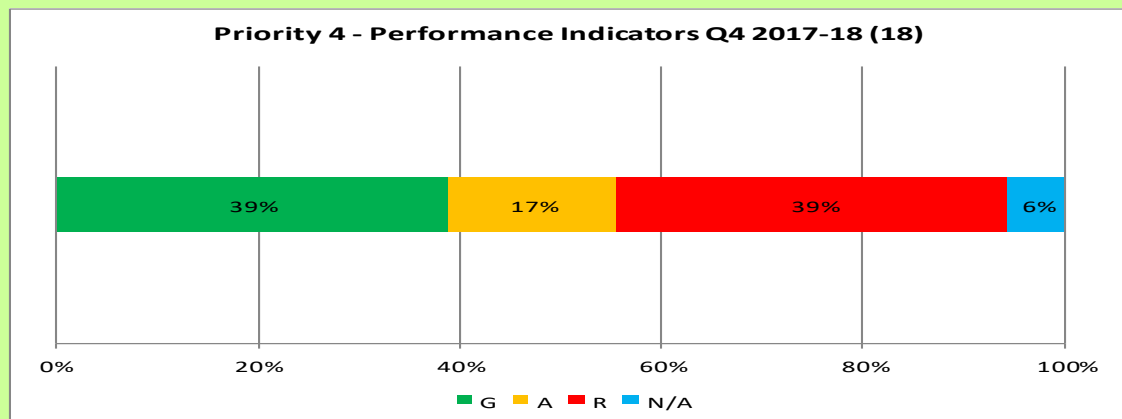
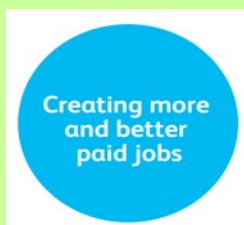
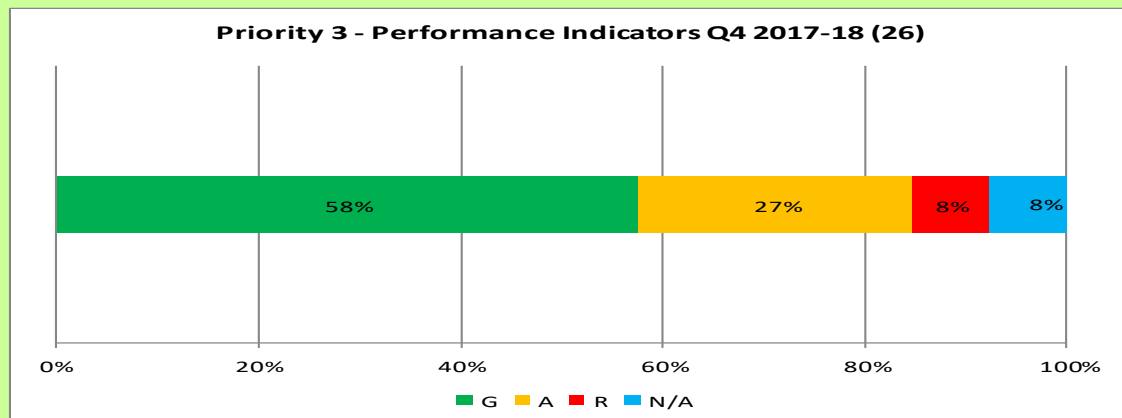
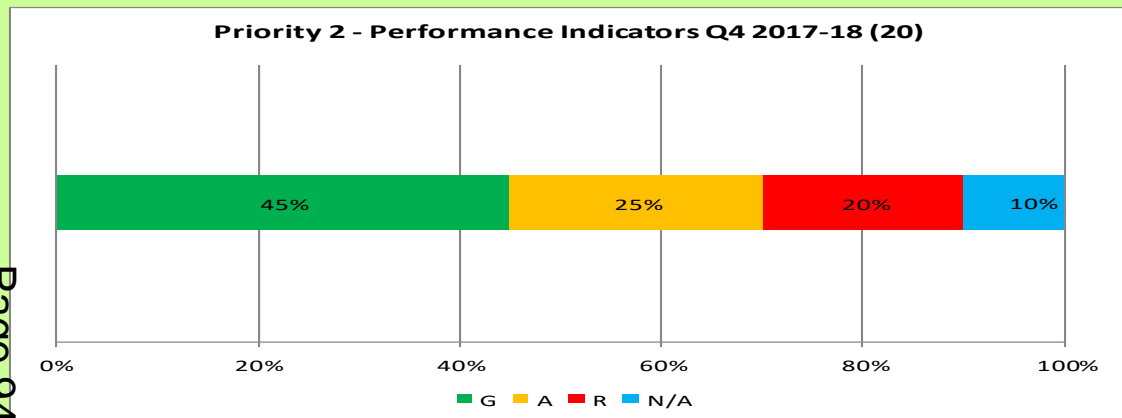
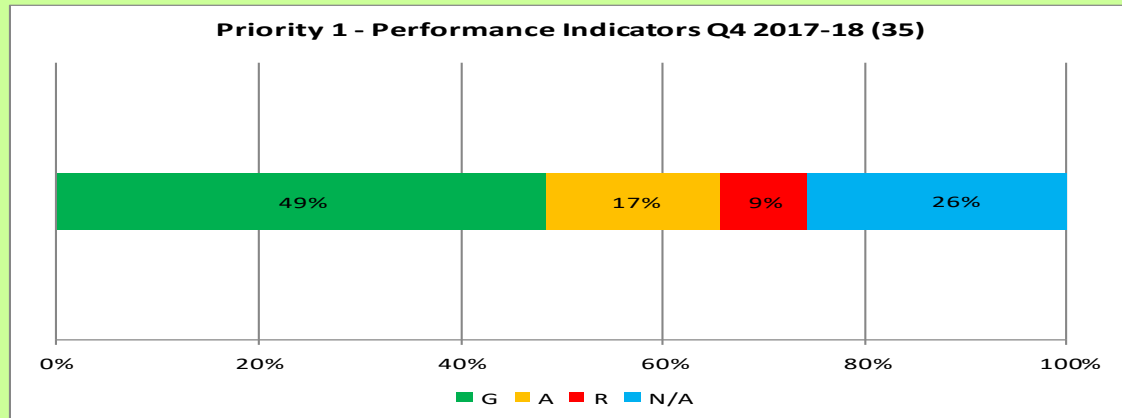
The outturn figure for information requests compliance for both Data Protection requests and Freedom of Information requests were above target at 86.69% and 87.84% respectively. Processes with requests under Data Protection are being redesigned to comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 and Data Protection Act 2018 from May 2018. It is anticipated that there will be a significant increase in requests for information from June 2018 onwards.

# Council Overview Scorecard Quarter 4 2017-18

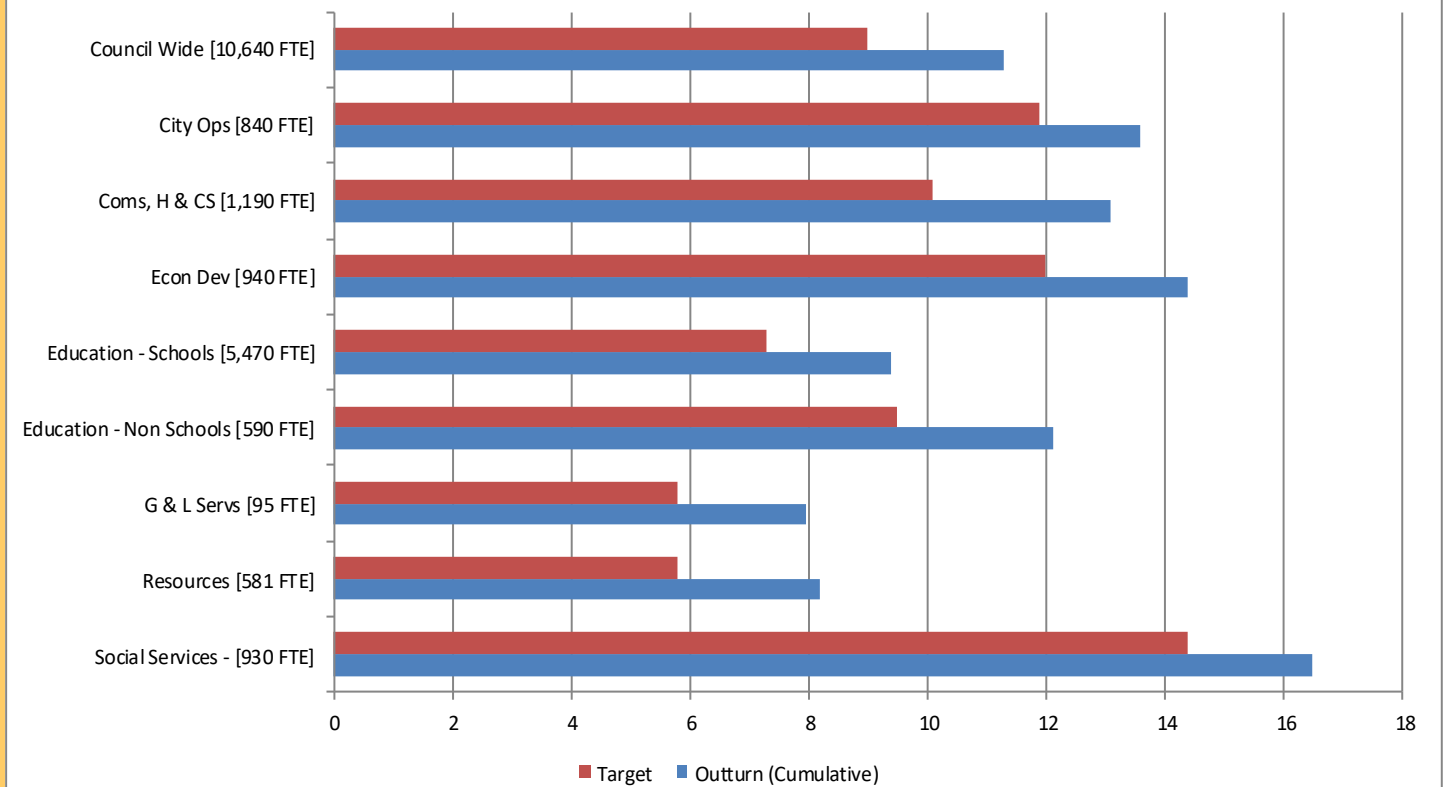
## Internal Processes - Transforming the way that we do things

## Learning & Growth - Inspired, competent, engaged & aligned workforce

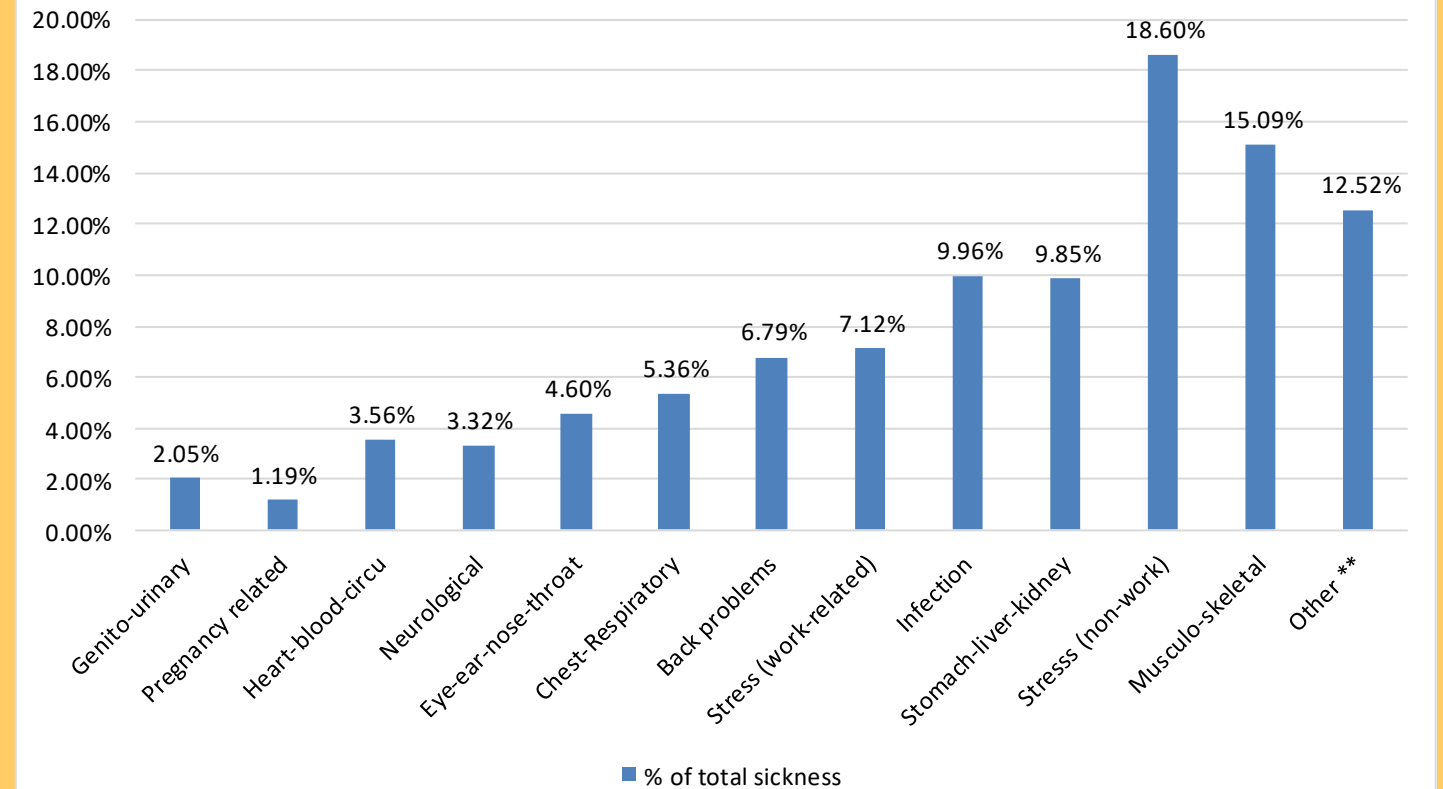
### Corporate Plan Performance Indicator Performance by Priority



### Sickness Absence - FTE Days Lost Per Person



### Sickness Type by Percentage



## CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17	16/17 Actual
		Q1	Q2	Q3	Q4						
1.1 - Every Cardiff school is a great school  Page 95	Improve educational outcomes for all children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning and curriculum development (ELLL)	R/A	R/A	R/A	R/A	% of Cardiff Schools categorised as 'Green' in the annual Welsh Government School Categorisation Process: i) Primary, ii) Secondary, iii) Special (ELLL)	Jan 2018 i) 53.06% ii) 38.89% iii) 28.57%	Annual	i) 40% ii) 30% iii) 63%		i) 36% ii) 26% iii) 57%
	Close the attainment gap for pupils from low income families, looked after pupils, pupils educated other than at school and pupils entering Cardiff schools with English as an additional language (ELLL)	R/A	R/A	R/A	R/A	% of pupils achieving the Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils not eligible for free school meals (ELLL)	i) 89.4% ii) 79.1% iii) 92.1%	Annual	i) 90% ii) 80.6% iii) 93%	Annual	15/16 89.5% 78.8% 92.5%
	Improve provision for children and young people with additional learning needs, through the implementation of the new Statutory Framework for Additional Learning Needs (ELLL)	R/A	R/A	R/A	R/A	% of pupils in Year 11 achieving the Level 2 + threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of KS4: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils not eligible for free school meals (ELLL)	i) 58.5% ii) 33.9% iii) 66.6%	Annual	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	Not Comparable	Not Comparable
	Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme (ELLL)	R/A	R/A	R/A	R/A	% of pupils in Yr 11 achieving Level 2 threshold (5 GCSEs at grades A*- C) at end of KS4 (ELLL)	69.6%	Annual			
						% of pupils in Yr 11 achieving Level 1 threshold (5 GCSEs at grades A*- G) at end of KS4 (ELLL)	93.2%	Annual			
						% Attendance at secondary school (ELLL) This figure relates to the year-end result for Academic Year 2016-17. Quarter 4 report shows "Real Time" figures for attendance	94.2%	2017-18 March 93.62% (P)			
	Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels (ELLL)	A/G	A/G	A/G	A/G	% Attendance at primary school (ELLL) This figure relates to the year-end result for Academic Year 2016-17. Quarter 4 report shows "Real Time" figures for attendance	95%	2017-18 March 95% (P)	95.5%	95%	95.0%
						The number of pupils enrolled in Welsh medium education aged 4 – 18 years (ELLL)	Jan 2018 7777	Annual	7,222	Jan 2017 7222	Jan 16 7,010
	Work with the Central South Consortium to further develop the capacity of the school system to be self – improving (ELLL)	A/G	A/G	A/G	A/G	% of children securing their first choice of school placement: i) Primary, ii) Secondary (ELLL)	Sept 17 i) 89.75% ii) 76.21%	Annual	For Sept 2017 i) 80% ii) 70%	Annual	Sept 16 i) 86% ii) 76%
	Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance (ELLL)	A/G	A/G	A/G	A/G	% of children securing one of their three choices of school placement: i) Primary, ii) Secondary (ELLL)	Sept 2017 93.86% 81.82%	Annual	For Sept 2017 i) 90% ii) 90%	Annual	Sept 16 i) 93% ii) 85%

## CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
1.2 - Looked after children	Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all	A/G	G	G	G	% of looked after children returned home from care during the year (SS)	8.7%	8.3%	12%	11.6%	11.6%
						% attendance of looked after pupils whilst in care in primary schools (SS)	96.6%	Annual	98%	Annual	96.9%

Corporate Plan Scorecard – Q4 2017-18

achieve their potential	children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children (SS)	Yellow	Green	Green	Green	% attendance of looked after pupils whilst in care in secondary schools (SS)	95.4%	Annual	93%	Annual	94.5%
						% of children looked after on 31 March who had 3 or more placements in the year (SS)	9.04 %	Annual	9%	Annual	10.90%
						% of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March (SS)	10.0%	Annual	9%	Annual	13.3%
	Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities (CHCS)	Green	Green	Green	Green	% of children looked after by the Council, as at the annual pupil census date, achieving: i) Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2, ii) Level 1 threshold (5 GCSEs at grades A* - G) at the end of KS4, iii) Level 2 threshold (5 GCSEs at grades A* - C) at the end of KS4 (ELLL)	i) 77% ii) 36% iii) 11%	Annual	i) 73% KS4 changes to Assessment Framework	Annual	15/16 i)70.4% %
						% of children looked after by the Council, as at the annual pupil census date, achieving the Level 2 + threshold (5 GCSEs at grade A* - C including English or Welsh first language and Mathematics) at the end of KS4 (ELLL)	0%	Annual	Changes to Assessment Framework	Annual	
						% of care leavers in education, training or employment at 12 months after leaving care (SS)	49.4%	Annual	60%	Annual	58.5%
						% of care leavers in education, training or employment at 24 months after leaving care (SS)	48.2%	Annual	40%	Annual	38.2%
1.3 - Supporting people into work and education	Green	Green	Green	Green	The number of people receiving Into Work Advice (CHCS2)	42,371	11,014	41,000	11,721	42,579	
					The number of people successfully engaging with the Into Work Advice Service and completing accredited training (CHCS)	1,392	269	1,200	472	1,393	
					The number of people who have been affected by the Benefit Cap and are engaging with the Into Work Advice Service (CHCS)	294	23	150	New	New	
					Number of Into Work Advice Service customers supported with Universal Credit claims (CHCS)	679	241	800	103	472	
					Maintain success rate at or above the Adult Community Learning National Comparator (CHCS)	92%	Annual	90%	Annual	94%	
					Adult Community Learning enrolment rate for learners within deprivation deciles 1 and 2 (CHCS)	53.61%	Annual	45%	Annual	45%	

**CORPORATE PLAN PRIORITY 2 – SUPPORTING VULNERABLE PEOPLE**

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
2.1 - People at risk in Cardiff are safeguarded	Improve the recruitment and retention of children’s social workers, ensuring the Council achieves and maintains a vacancy rate for children’s social workers below 18% by March 2018 (SS)	R/A	A/G	A/G	R/A	% of Children’s Services social work vacancies across the service (SS)	24.3%	24.3%	18%	23.3%	23.5%
	Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service by March 2018 (CHCS)	G	R/A	R/A	G	% of re-registrations on the Child Protection Register during the year (SS)	4.2%	4.2%	N/A	3.9%	3.9%
	Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society (SS)	G	A/G	G	G	% of children supported to remain living within their family (SS)	51%	51%	59%		55.2%



	Renew the safeguarding vision and strategy across Social Services by March 2018 in order to take account of new national policy and practice guidance currently under development (SS)	G	A/G	A/G	A/G	% of adult protection enquiries completed within 7 working days (SS)	97.5%	97.5%	99%	98.8	98.0%
	Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff (SS)	G	G	G	G	% of Council staff completing level 1 of the National Training Framework on violence against women, domestic abuse and sexual violence as a % of all staff (CHCS)	9.90%	9.90%	50%	New	New
2.2 - People in Cardiff have access to good quality housing	Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services (CHCS) 1,500 new homes (of which 40% affordable) through the 'Cardiff Living' programme. - In addition to the Cardiff Living programme, deliver 100 additional Council properties through a range of capital funding by 2022	G	G	G	G	% of affordable housing agreed at planning stage to be provided in a development on i) greenfield sites and ii) brownfield sites (CHCS)	i) 30% ii) 34%	Annual	i) 30% ii) 20%	New	New
	- Deliver Independent Living Solutions for Older and Disabled People - A new Homelessness Strategy based on a full needs assessment and review of services					% of people who experienced successful outcomes through the Homelessness Reconnection Service (CHCS)	i) 131 ii) 337	i) 131 ii) 337	i) 136 ii) 353	New	New
	- Implement a new Rough Sleeping Strategy to address rough sleeping in the city					Number of rough sleepers assisted into accommodation (CHCS)	68.84%	54.84%	50%	New	New
	- Continue to develop joint working to mitigate the issues caused by Welfare Reform					Number of rough sleepers assisted into accommodation (CHCS)	204	53	144	New	New
Page 97 2.3 - People in Cardiff are supported to live independently	Implement the 'Disability Futures' Programme by December 2018 to remodel services for disabled children and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for young people and their families (SS)	A/G	A/G	A/G	A/G	% of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adults' Services (CHCS)	73.08%	72.17%	65%	n/a	62%
	Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and act as a Gateway to accessing advice and assistance (CHCS)	G	G	G	G	The total number of alternative solutions provided by Independent Living that help people remain independent at home (CHCS)	6,551	1,975	3900	New	New
	Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2017-18 to support more timely discharge to a more appropriate care setting (SS)	G	G	G	G	% of people who feel reconnected into their community, through intervention from Day Opportunities (CHCS)	77%	87%	60%	New	New
	Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive (SS)	A/G	A/G	A/G	A/G	% of Assistive Living technology trial participants who think the service helps them remain in their own home (CHCS)	71%	Annual	65%	New	New
	Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2017-18 financial year to ensure they receive the help and support they need, in the ways they need it (SS)	G	G	G	A/G	% of Telecare calls resulting in ambulance being called out (CHCS)	5%	4%	<10%	New	6%
						The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (SS)	1.99 Part result Jan & Feb		2.8		2.38

**CORPORATE PLAN PRIORITY 2 – SUPPORTING VULNERABLE PEOPLE (continued)**

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
2.3 - People in Cardiff are supported to live independently	Undertake a campaign by March 2018 to raise young carers' awareness of their entitlement to a young carers assessment (SS)	G	G	A/G	A/G	Number of children and adults in need of care and support using the Direct Payments scheme (SS)	908	908	910	Collated annually in 2016/17	933

Corporate Plan Scorecard – Q4 2017-18

<b>(cont)</b>	Implement a new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs <b>(SS)</b>	G	G	G	G	% of eligible adults who are caring for adults that are offered a Carers Assessment during the year <b>(SS)</b>	87.2%	87.2%	90%	79.5%	79.5%
	Conclude the implementation of Signs of Safety in Children’s Services by March 2020 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework <b>(SS)</b>	G	G	G	G	% of care leavers aged 16-24 experiencing homelessness during the year <b>(SS)</b>	21%	Annual	10%	Annual	17.3%
	Further develop the Alarm Receiving Centre including partnership work with stakeholders as well as the use of new technology to assist people to live independently <b>(CHCS)</b>	G	G	G	G						
	Develop Locality Based Working building on the learning of the Older Persons pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement <b>(CHCS)</b>	G	G	G	G						

**CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS**

Well-being Objectives	Commitments <b>(Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)</b>	Commitment RAG				Measures <b>(Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)</b>	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
Page 98  3.1 - Cardiff has more and better paid jobs	Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019 <b>(ED)</b>	G	G	G	G	New and safeguarded jobs in businesses supported by the Council, financially or otherwise <b>(ED)</b>	4,904		500		1,290
	Work with partners to deliver the Cardiff Capital Region City Deal <b>(ED)</b>	G	G	A/G	G	Amount of ‘Grade A’ office space committed to in Cardiff (sq. ft.) <b>(ED)</b>	366,000		150,000		317,732
	Progress delivery of Indoor Arena to attract visitors, overnight stays and increase visitor spend <b>(ED)</b>	G	G	G	G	Gross Value Added per capita (compared to UK average) <b>(ED)</b>	93.4 (2016)	Annual	> Wales Average	Annual	91.4 (2015)
	Commence delivery of International Sports Village phase 2 by 2018 <b>(ED)</b>	G	G	G	G						
	Support growth in the creative industries sector through the development of creative hubs <b>(ED)</b>	G	G	G	G	Unemployment (compared to Wales average) <b>(ED)</b>	6.5%	Annual	< Wales Average (5.0)	Annual	4.8%
	Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District <b>(ED)</b>	G	G	G	G						
	Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018 <b>(ED)</b>	G	G	G	G	Increase number of staying visitors <b>(ED)</b>	1.8% 2,062,000	Annual	2% + pa	Annual	2,025k (+1.1%)
	Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall <b>(ED)</b>	G	G	G	G	Increase total visitor numbers <b>(ED)</b>	7.9% 21,980,000	Annual	3% + pa	Annual	20,380k (-0.7%)
Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year’s referendum decision for the UK to leave the EU <b>(ED)</b>	G	G	G	G							

**CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS (continued)**

Well-being Objectives	Commitments <b>(Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)</b>	Commitment RAG	Measures <b>(Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)</b>	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
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Corporate Plan Scorecard – Q4 2017-18

3.1 - Cardiff has more and better paid jobs (cont)	Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity (R)	G	G	A/G	A/G								
	Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to secure accreditation through the Living Wage Foundation over and above the National Living Wage (R)	G	G	G	G								
3.2 - Cardiff has a high quality city environment where population growth and transport needs are managed sustainably	Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018 (CO)	G	A/G	A/G	R/A	People travelling to work by sustainable transport (CO)	45.8%	Annual	45.1%	Annual	44.9%		
	Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme (CO)	A/G	A/G	A/G	G	People travelling to work by cycling (CO)	11.4%	Annual	11.2%	Annual	10%		
	Develop a programme of phased improvements to city wide bus routes (CO)	G	G	G	G	% of major applications determined within agreed time period (CO)	66.22%		25%	New	New		
	Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal (CO)	R/A	R/A	A/G	G	% of householder planning applications determined within agreed time periods (CO)	95.43%		80%	New	New		
	Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes (CO)	A/G	A/G	A/G	G	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets (CO)	1.138	Annual	6MW		0.698		
	Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city (CO)	A/G	A/G	A/G	G								
	Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre (CO)	G	G	G	G	Maximum permissible tonnage of biodegradable municipal waste sent to landfill (ED)	TBC	Validated by NRW	37,627t		1,356t		
	Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan (CO)	G	G	G	G	% of municipal waste collected and prepared for re-use and / or recycled (ED)	TBC	Validated by NRW	61%		58.12%		
	Achieve the statutory recycling / landfill diversion targets (ED)	A/G	A/G	G									
3.3 - All young people in Cardiff make a successful transition into employment, education or training	Deliver the 'Cardiff Commitment' to youth engagement and progression by (ELLL): - Ensuring early identification of young people most at risk of disengagement - Deliver stronger tracking systems pre and post 16 to keep in touch with and support young people - Strengthening curriculum and skills pathways - Improving the range of employment, education and training opportunities available to young people across the city - Enabling better brokerage of support and opportunities for young people	A/G	A/G	A/G	A/G	% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (ELLL)	2016-17 Prov. 98.3% (1.7% NEET)	Annual	97.5% (2.5% NEET)	N/A	YE 15/16 97% (3% NEET)		
						% of Year 13 leavers making a successful transition from schooling to education, employment or training (ELLL)	2016-17 Prov. 97.6% (2.4% NEET)	Annual	98% (2% NEET)	N/A	YE 15/16 96.9% (3.1% NEET)		
	Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience (R)	G	A/G	G	G	Number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3) (ELLL)	Feb 2018 297		300	N/A	426		

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.4 – The Council has high-quality and sustainable provision of culture, leisure and public spaces in the city  Page 100	Work in partnership with Cardiff University to deliver the Creative Cardiff initiative (ED)	G	G	G	G	% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11 (ELL)	98.7%	Annual	99.5%	N/A	99%
	Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions (CO)	G	G	A/G	G	Number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18 (R)	123		100	New	New
	Deliver phased programme of well-maintained highway asset and public realm (CO)	R/A	R	A/G	G	Number of Green Flag Parks and Open Spaces (CO)	11	Annual	11	Annual	10
	Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme (CO)	G	G	A/G	G	% of highways inspected of a high or acceptable standard of cleanliness (CO)	94.27%	Annual	90%	Annual	90.46%
	Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services (CO)	R/A	A/G	A/G	G	% of reported fly tipping incidents cleared within 5 working days (CO)	99.04%	100%	90%	98.78%	98.35%
	Deliver high-quality and well-maintained Bay and water ways at Harbour Authority (CO)	G	G	G	G	Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity (CO)	7517	Annual	8266	Annual	7263
	Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks (CO)	G	G	G	A/G	% of principal (A) roads, non-principal/classified (B) roads and nonprincipal/classified (C) roads that are in overall poor condition (CO)	A – 3.3% B – 5.6% C – 6.0%	Annual	A – 5% B – 8% C – 8%	Annual	A – 4.1% B – 7.1% C – 6.9%
	Ensure Leisure Centres deliver high-quality service according to contract (CO)	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11) (ELL)	80.7%	Annual	82%	Annual	79.8%
	Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 (CO)	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11) (ELL)	81.8%	Annual	83.5%	Annual	83.2%
Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government’s vision. Key to this will be (GL): - Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils - Supporting Council employees in undertaking Welsh language training	G	G	G	G	The number of Council employees undertaking Welsh language training (GL)	171	Annual			184	

**CORPORATE PLAN PRIORITY 4 – WORKING TOGETHER TO TRANSFORM SERVICES**

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
4.1 – Communities and partners are involved in the redesign, Development	Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CO)	A/G	A/G	G	G	Number of visitors to Libraries and Hubs across the City (CHCS)	3,331,807	Annual	3.2m		3.241m
	Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities (CHCS)	G	G	G	G	% of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed” (CHCS)	98%	98%	95%	99%	99%

Corporate Plan Scorecard – Q4 2017-18

and delivery of local public services	Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018 (CHCS)	A/G	A/G	G	A/G							
	Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources (SS)	G	G			% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow (CHCS)	81.44%	Annual	70%	New	New	
	Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff's ambition to be a Child Friendly City (ELLL)	A/G	A/G	A/G	A/G							
4.2 - The Council has effective governance arrangements and improved performance in key areas	Implement the new Performance Management Strategy across the organisation to support the Council's continued improvement (R)	A/G	A/G	A/G	A/G	% of Personal Performance and Development Reviews completed for permanent staff (R)	95% (Prov)		95%	92.43%	90%	
	Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers (R)	R	R	R	R	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (R)	11.27		9	10.77	10.77	
	Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance (R)	G	G	G	G	The number of 'Live' webcast hits: (GL) i) Full Council Meetings ii) Planning Committees iii) Scrutiny Committees	i) 1,113 ii) 982 iii) 205		1200 600 400		1849 1001 119	
	Ensure the Council's decision making process is timely, inclusive, open, honest and Accountable (GL)	G	G	G	G	The number of external contributors to Scrutiny meetings (GL) % of draft committee minutes published on the website within 10 working days of the meeting being held (GL)	188 75%		140 80%	New	New	75%
Page 3 - Our services are transformed to make them more accessible, more flexible and more efficient	Deliver the Council's property strategy for fewer but better buildings (ED)	G	G	G	A/G	Reduce the gross internal area of buildings in operational use Sq / ft (% change reduction) (ED)	62,345 (0.8%)		1%		7.9%	
	Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices (CHCS)	G	G	G	G	Customer contacts to the Council using digital channels (CHCS)	784,567	236,873	699,802	New	636,184	
	The Council fleet to include 5% alternative fuelled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter (ED)	G	A/G	A/G	A/G	Reduce the total running cost of occupied operational buildings (ED)	1%		2.8%	%	9.2%	
	Commercialise key Council services to increase net gross income (ED)	A/G	G	G	G	Reduce the maintenance backlog (ED)	£1,215,817 (1.2%)		£1.3m		£8.8m	
	Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer Term (R)	G	G	R/A	G	Capital Income generated (ED)	£3,864,321		£7.3m		£6m	
	Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority (R)	G	G	G	G	Commercial and Collaboration net gross income target (ED)	£325,880 (prov.)		£459k	New	New	
	Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees (R)	G	G	G	G	Increase customer satisfaction with Commercial and Collaboration Services (ED)	90%		Establish baseline	New	New	
						Maintain customer/citizen satisfaction with Council services (R)	57.4%	Annual	70%	Annual	68.20%	

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**CYNGOR CAERDYDD**

**CARDIFF COUNCIL**

**POLICY REVIEW AND PERFORMANCE**

**SCRUTINY COMMITTEE**

**20 June 2018**

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**Draft Annual Report 2017/18**

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**Reason for this Report**

1. To seek Committee's approval for the draft Annual Report 2017-18 prior to its consideration by Full Council.

**Background**

2. 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.'
3. A copy of the Policy Review & Performance Scrutiny Committee's draft Annual Report for 2016 -17 is attached at **Appendix A**. This report lists all items considered from July 2017 to May 2018, and highlights those topics where the Committee has had greatest impact.

**Legal Implications**

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**

There are no financial implications arising directly from this report.

### **RECOMMENDATION**

The Committee is recommended to consider, if necessary amend, and approve the attached Policy Review & Performance Scrutiny Committee draft Annual Report 2017-18 for presentation to Council on 21 June 2018.

**DAVINA FIORE**

Director of Governance and Legal Services

14 June 2018





## Policy Review and Performance Scrutiny Committee

# Annual Report 2017–2018

June 2018



**Cardiff Council**

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

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## Committee Membership



Councillor David Walker  
**Chair**



Councillor Rodney Berman



Councillor Bernie  
Bowen Thomson



Councillor Joe Boyle



Councillor Stephen Cunnah



Councillor Owen Jones



Councillor Norma Mackie



Councillor Rod McKerlich



Councillor Jim Murphy

## Chair's Foreword

The start of a new Council term is an important one for Scrutiny. It is an opportunity for new and experienced councillors to meet and work together in a non-partisan cross-party setting.

There is usually a large number of new policies and strategies to examine, and that has been the case as the Committee took on its wide ranging brief. There have been numerous opportunities for non-executive members to contribute to decision-making and take part in the kind of open governance so appreciated by external auditors and the wider public.

In executing our statutory responsibilities under the Well-being of Future Generations Act (Wales) 2015 we were able to meet and question the Public Services Board (PSB) about its Well-being Plan and objectives for Cardiff. This is an area of responsibility that will grow in importance as the PSB puts in place arrangements to deliver the Plan.

The Corporate Plan signals what the Administration is seeking to achieve, and at what pace. The Committee saw an opportunity to involve other scrutiny chairs in a joint scrutiny focussed on target setting for the Plan. Such engagement produced frank and useful input, facilitated by the Leader's willingness to engage in an equally frank and open manner.

An important role for all scrutiny committees is to contribute to policy development, ideally at an early stage. For us this included Capital Ambition and its delivery, Senior Management Arrangements, and the Workforce Strategy. Members embraced the task of working through often complex proposals, providing challenge and suggestions for improvement.

The Committee also took the opportunity to revisit a long-standing topic of concern, Sickness Absence, where we noted that small but important improvements made in previous years had started to reverse. There are cost implications for issues such as this, and our scrutiny linked usefully with the wider, in depth, examinations we

undertook of the Budget Strategy, monitoring at month 6 2017/18, and the draft Budget proposals for 2018/19.

Outside the committee's regular business, there were opportunities to undertake two task and finish inquiries, Customer Leadership published in May 2018 and Managing the Estate under a Corporate Landlord Model published in April 2018.

My appreciation goes to all who supported the scrutiny process during the year, including cabinet members, directors and senior officers as well as guests from external organisations. The efforts of the Committee Members are very much appreciated, including the role undertaken by Councillor Joe Boyle in chairing the Corporate Landlord Model task and finish inquiry.

Principal Scrutiny Officer Nicola Newton has faultlessly guided the Committee through its wide ranging and sometimes complex workload, for which the Committee expresses its appreciation.

I know that in 2018/19 the Committee will address further important work and, in so doing, will seek to contribute to the Council's overall effectiveness in delivering for its customers and other stakeholders.



A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

**Councillor David Walker**

**Chair, Policy Review & Performance Scrutiny Committee**

## Overview

With the 2017 Administration firmly in place, and the birth of Capital Ambition, in July 2017, the Policy Review and Performance Scrutiny Committee welcomed new and experienced Members, in pursuit of open and transparent challenge, to ensure the best services for the citizens of Cardiff. For many years Cardiff's positive scrutiny culture and function has been an effective part of the Council's democratic decision-making process. The function ensures non-executive Members have an opportunity to bring their own independent expertise to bear on strategy and policy issues, working with the Cabinet to improve services. In this Annual Report we reflect on scrutiny undertaken in the first year, and some of the new developments that have grown out of a willingness on both Cabinet and Scrutiny parts to work together to deliver services against a backdrop of ever decreasing resources.

For clarity, this Annual Report covers the work of the Committee since its inception in July 2017, to the end of the municipal year in May 2018. It explains the many different types of scrutiny the Committee has undertaken in this period, categorises the various topics considered, and presents the highlights and outcomes of its work in 2017/18, from page 8 onwards.

## Committee Responsibilities

The Policy Review and Performance Scrutiny Committee's Terms of Reference confer upon it two distinct scrutiny roles. Firstly, an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council. Secondly, to scrutinise, monitor and review the effectiveness of specific functions, such as the Corporate Planning and Improvement framework, the Capital Ambition Delivery

Programme, Finance, ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and the Public Services Board.

During this administrative year there has been a review of senior management arrangements. This means that within the new organisational structure the Committee's Terms of Reference<sup>1</sup> determine that its responsibilities fall within three of the Council's Directorates; as follows

The **Corporate Resources Directorate** falls within the Committee's remit in its entirety and comprises; *Commissioning and Procurement; Finance; Human Resources; Digitalisation and Customer Services (including Corporate Complaints and Connect to Cardiff (C2C); Performance & Partnerships (including Bilingual Cardiff).*

The **Economic Development Directorate** includes *Corporate Landlord, Strategic Estates (including both the operational and non-operational portfolios), Facilities Management and International Policy.*

The **Governance and Legal Services Directorate** falls within the Committee's remit in its entirety and comprises; *Committee & Members' Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.*

## **Work Programme 2017/18 - the statistics**

During the municipal year May 2017 – May 2018 the Committee held 9 public meetings as programmed in the Council's calendar of meetings, and one un-programmed call-in meeting in April 2018. Over the year, 25 reports have been scrutinised by the full Committee, covering a wide variety of topics. This activity culminated in 19 letters to the Cabinet and Senior Management

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<sup>1</sup> Terms of Reference for this Committee can be found on page 31.

Team, sharing the Committee's comments, concerns and recommendations following the scrutinies. In response the Committee received 12 letters from the Cabinet.

The Committee has enjoyed full Membership throughout the year, and excellent attendance. All nine seats have been occupied, with just one change when the Committee welcomed Councillor Owen Jones in February 2018, replacing Councillor Frank Jacobsen. At the start of the year all 9 Members volunteered to participate in task and finish inquiries, enabling the Committee to deliver 2 inquiry reports to the Cabinet on important topics; firstly, *Managing the Estate under a Corporate Landlord Model*, and secondly *Customer Leadership*. This output required Members attendance at an additional 11 informal evidence gathering meetings.

Additionally, the Committee agreed to establish a Performance Panel, for which 6 Members volunteered, and which met twice during the year. The grand total of meetings of this Scrutiny Committee, to which its Members committed in 2017/18, was therefore 23.

The success of Scrutiny is dependent on the capacity, skills and development of those Members that sit on Scrutiny Committees. At the start of the Administration the scrutiny team organised a programme of training events to enable new members to gain an overview and understanding of their roles, activities and scrutiny processes. This included:

- Introduction to Scrutiny (*June'17*)
- Questioning Skills (*July'17*)
- Budget Training (*Feb'18*)

The Committee's proceedings have been webcast twice, in November 2017 and February 2018, viewed by a total of 135 interested parties. The Committee looks forward to continuing and improving on such transparent engagement, and to playing its part in contributing to the Council's webcasting



performance indicator. Similarly, the Scrutiny function has developed and implemented a performance indicator “*The number of external contributors to Scrutiny meetings*” to highlight the breadth and depth of evidence informing scrutiny work. As at the 31 March 2018 scrutiny committees had received evidence directly from over 250 external witnesses.

To support its work the Committee has benefitted from one full time scrutiny officer, and a proportion of the scrutiny researcher and scrutiny support officer posts. High level oversight of its work has been through the Director of Legal and Governance Services, in the absence of an Operational Manager.

The Committee has used a variety of approaches to examine the topics scrutinised. All topics are listed below, analysed under the relevant type of scrutiny, and a selection have been highlighted for their impact.

## Highlights of 2017/18

### Partnership Scrutiny

***Where the Committee has performed the statutory role introduced by the Well-being of Future Generations Act (Wales) 2015 and conferred upon it by Council. In 2017/18 this included:***

- Public Services Board – progress report & draft Well-being objectives (*July’17*)
- Public Services Board - Well-being Plan. (*Nov’17*)

### Public Services Board Scrutiny

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The Council and its partners are subject to duties under the Well-being of Future Generations (Wales) Act 2015 (WFG). The Act seeks to ensure that the governance arrangements in public bodies for improving the well-being of

Wales take into account the needs of future generations. The aim is for public bodies to improve the economic, social and environmental well-being of Wales in accordance with detailed sustainable development principles and well-being goals prescribed by the Act.

The WFG Act established a statutory Public Services Board (PSB) for each local authority area in Wales, the core members of which include the Local Authority; the Local Health Board; the Welsh Fire and Rescue Authority; and Natural Resources Wales. It also conferred a statutory remit for Scrutiny:

- To review decisions made or actions taken by the PSB;
- To review the Board's governance arrangements;
- To make reports to the Board regarding its function or governance arrangements; and
- To require PSB members to attend Committee.

The Council's Constitution confers the statutory responsibility for upholding the requirements of the Act upon the Policy Review and Performance Scrutiny Committee for scrutiny of the Cardiff Public Services Board (PSB). Therefore the Committee continues to perform strategic overview scrutiny of the PSB's performance going forward.

In July 2017 the new Committee received a progress report and outline of the PSB's draft Well-being objectives. Members commended Cardiff's longstanding record of non-statutory partnership working, which continues to prove an excellent basis for taking forward the statutory requirements of the WFG Act and welcomed an offer for the Chair to attend the PSB from time to time to establish strong lines of open accountability, and benefit both parties.

As the Well-being Plan came to fruition, in November 2017 the Committee was delighted to welcome broad representation from Cardiff's PSB partners, Cardiff & Vale Health Board, Natural Resources Wales, South Wales Fire Service, South Wales Police, and Cardiff Third Sector Council. Following the

scrutiny the Committee wrote to the Leader, as Chair of the PSB expressing the importance that there is a strong correlation between Cardiff's Well-being Plan and the Council's Corporate Plan for Delivering Capital Ambition, and that all partners' corporate plans align with and demonstrate clear links to the Well-being Plan. Members felt it would be vital that the Plan includes clear targets, that all partner bodies should be spending proportionately on supporting partnership arrangements, and critically everyone should have an equal chance to benefit from Cardiff's success.

The Well-being Plan was subsequently launched in May 2018, and the Committee plans to scrutinise the governance arrangements of the PSB in June 2018.

## **Joint Scrutiny**

***Where the Committee has joined together with one or more scrutiny committees to examine a topic of a cross-cutting nature to enable collective consideration of the issues. In 2017/18 this included:***

- Joint scrutiny of the Corporate Plan 2018-21 target setting (*Feb'18*)

This year there was an inaugural joint scrutiny of the Corporate Plan target setting process, hosted by the Committee's Performance Panel. All Scrutiny Chairs were invited to participate and a valuable informal engagement session supported effective scrutiny of the Corporate Planning process. The session considered proposed targets in some detail, providing an opportunity to feed cross scrutiny committee observations into Cardiff's final draft Corporate Plan 2018- 21, before it was presented to formal Cabinet.

A key issue raised by the joint panel was that sometimes targets and budgets are not achieved and Members encouraged that targets set should be stretching but attainable, to avoid a projected overspend as early as Quarter 1

2017/18. The joint scrutiny panel was of the view that there was an opportunity to ensure budget savings aspirations were firmly reflected in the performance targets set out in the Corporate Plan. Members pointed out that the Corporate Plan is what the organisation wants to achieve, however it can fail if the organisation views performance management as separate from budget management. Members felt it should be possible to frame financial targets as an integral part of the Corporate Plan, and encouraged the Cabinet to consider this. Also, they should understand from reading the Plan, which KPI's are indicative of the real pressures on the budget.

Other areas highlighted included the need for more ambition in setting a target of 94.5% attendance for secondary schools; a suggestion that to increase the total number of visitors to Cardiff would require a larger than 2% increase in the number of staying visitors; and concern about the levels and cost to the Council of sickness absence, particularly in areas such as waste management.

In response, the Leader considered the Corporate Plan had been further strengthened as a result of this engagement; and was in full agreement with the Panel's view that financial targets form an integral part of the Corporate Planning and Budget Setting process, confirming that, in the same way as the Corporate Plan and the Budget are developed in tandem, the achievement of savings targets and performance reporting will be monitored and reported concurrently. Going forward the achievement of savings would be reported on a quarterly basis as part of the published Budget Monitoring Report. Similarly, the Performance Reports will continue to be presented on a quarterly basis. Taken together they will provide a regular update on achievements against budget targets, policy objectives and performance measures.

## **Policy Development / Consultation Scrutiny**

***Where the Committee has contributed to the Council's policy development processes by***

**considering draft policy documents. In 2017/18 this included;**

- Capital Ambition – policy priorities (*July'17*)
- Senior Management Arrangements (*Oct'17*)
- Delivering Capital Ambition (*Nov'17*)
- Central Transport Services (*May'18*)
- Workforce Strategy (*May'18*)

### **Capital Ambition – Policy priorities of the Administration**

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The inaugural meeting of the new Committee was briefed on the Administration's policy programme and associated delivery commitments entitled 'Capital Ambition'. The Committee heard how these ambitions would be translated into the Council's strategic policy, organisational development and budgetary framework.

The 'Capital Ambition' policy statement set out a programme of action to continue to drive the city economy forward whilst ensuring that the benefits of success are felt by all residents. In delivering its Capital Ambition, the Administration's focus is on four main areas: Working for Cardiff; Working for Wales; Working for the Future; Working for Public Services.

This briefing proved a critical introduction and context setting to Members understanding of the Council's strategic framework and the work of the Committee in year one. The refreshed policy and delivery framework would contain the following key components: A **Corporate Plan** 2018-19 setting out the Council's objectives; a **Budget Strategy** reworked to support the delivery of the administration's priorities; A **Programme of Change** setting out how the Council's new 3-year development programme will be reshaped to deliver the commitments contained in the 'Capital Ambition' document; The **Well-being Plan** to be launched by the PSB in April 2018; The **Performance Management Framework**, translating the 'Capital Ambition' document into performance objectives and clear milestones; and a programme of

**Consultation and Engagement:** to support the implementation of the administration's policy ambitions.

### **Senior Management Arrangements**

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In October 2017 the Committee was consulted on proposals following a full analysis and review of senior management arrangements by the Chief Executive. The Committee welcomed the opportunity to add scrutiny's voice to the consultation process, welcoming cost neutrality of the proposals, and the new posts of Head of Democratic Services, and Chief Digital Officer.

The Committee felt there was scope for further market research to ensure good quality candidates are attracted to Cardiff. It was concerned that under the proposed new arrangements the Director of Social Services did not sit at a Corporate Director level, and highlighted the risk of public perception that the Council is spending too much on senior salaries.

### **Delivering Capital Ambition**

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In December 2017, the Committee recorded its appreciation for the Cabinet's inclusive approach to scrutiny engagement with the Council's important strategic plans whilst in a development stage. The Committee reinforced the importance of a strong alignment between all planning documents that comprise the performance framework, and that the Committee would be looking for strong links between the Well-being Plan, the four-year Capital Ambition programme and the Corporate Plan. Importantly Members urged that Capital Ambition should work for the whole City, place communities front and centre, and focus on inequalities, particularly of health and opportunity.

Members stressed the importance of organisational culture embracing digitalisation, re-iterating that consistency of customer service organisation-wide is key, as is breaking down directorate silos to deliver a seamless council service.

In response, the Leader committed to continuing early engagement, and co-operated in delivering a session focussed on target setting with the Committee's new Performance Panel involving all Scrutiny Committee Chairs, considering it a an important opportunity to outline and raise awareness of the target setting process.

### **Central Transport Services**

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In May 2018 the Committee considered progress on a proposed new model for the delivery of Central Transport Services. Following the scrutiny the Committee advised the Cabinet Member for Investment and Development that they concur with the value of exploring engagement with an external commercial partner to improve efficiency and reduce costs, despite such a partnership bringing new risks to the Council. Members urged that proposals for such an approach include a clear indication of how success will be measured. The Committee's advice was the reduction of risk, and a share in any profits.

Members agreed with the proposal that budgets for vehicle maintenance should sit within service areas, as this will provide greater accountability, stressing the importance of those budgets factoring in overhead costs such as depreciation and the cost of replacement at the end of a vehicle's lifespan.

Importantly the Committee considered there is an opportunity for more effective marketing planning and targeting to make full use of the facilities.

## **Workforce Strategy**

The Committee was afforded an opportunity for policy development scrutiny of the Workforce Strategy in May 2018. Members were pleased to hear that the holistic approach aims to strengthen the links between business, financial and workforce planning, with an intended outcome of improving performance and thereby customer service. Following the scrutiny the Committee referred the Cabinet Member Finance, Modernisation and Performance, and senior officers to the recommendations of its Customer Leadership task and finish inquiry. Members felt there should be greater clarity of the issues the strategy would need to address, such as any visible gaps across the organisation where it is proving difficult to recruit and retain staff. Members were concerned that analysing service area data to develop the strategy would require significant resources.

The Committee highlighted the importance of building a loyal workforce and attracting talent, and as such suggested: assets such as the Castle and St David's Hall be used as a benefit to attract and retain staff; promotion of agile working; support for membership of the Stonewall Cymru network, and other employee networks (BME, Carers, Disability, LGBT, Women's network).

The Committee also established the importance of the action plans that will sit beneath the Workforce Strategy requested sight of both, and resolved to monitor what is achieved six months on from its implementation.

## **Pre-decision Scrutiny**

***Where the Committee has evaluated and commented on policy proposals before they are considered by the Cabinet, providing the Cabinet with an understanding of Scrutiny Member's views prior to making their decision. In 2017/18 this included;***

- Mental Health Policy (Sept '17)



- Socially Responsible Procurement Policy (*Sept'17*)
- Delivering Capital Ambition (*Dec '17*)
- Draft Corporate Plan 2018-21(*Jan '18*)
- Draft Budget Proposals 2018-19 (*Feb '18*)

## **Mental Health Policy**

In September 2017 the Committee welcomed the Council's initiative and focus on Mental Health with the development of a new Mental Health Policy. Given that 21% of all Council sickness absence is stress or mental health related, the Committee's overarching view was that a manager must possess the skills to identify the links between stress and mental health, catch issues early, and apply interventions to maintain a balance between sickness absence and productivity. In addition consistent approach to delivering the Mental Health policy across all Directorates was required, and therefore there should be a mandatory Mental Health Awareness training module for all managers.

In response the Cabinet Member reassured the Committee its recommendations had informed changes to the final policy. In particular, the aims of the policy now reflected the proactive management of health and wellbeing by including the following lines:

- Promote mental health and wellbeing in the workplace by considering the sources of pressure and causes of mental distress at work, not solely dealing with the symptoms.
- Ensure that work place pressure is managed through a risk assessment process in line with the Council's Stress Management Policy.

The Committees observations resulted in a range of additions to the policy including a description of the responsibilities of the Council's Occupational Health Service; training available through the Cardiff Academy; a specific link to the Mental Health Foundation; a commitment to explore developing a mandatory Mental Health Awareness training module for managers through

the All Wales Academy; exploration of the introduction of therapies to support employees, for example, Sports Therapy massage sessions; working closely with the Council's Health and Safety team to review the Stress Management Policy, and in particular to take account of advice and guidance published by the HSE since this policy was introduced.

The Committee will programme in-depth scrutiny of the Employee Health and Well-being programme, particularly how the occupational health programme has been performing for the Council in 2018.

### **Socially Responsible Procurement Policy**

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In September 2017 the Committee welcomed the socially responsible approach to procurement, particularly the news that 55% of the Council's £390m spend is with local suppliers, and that 4,000 of its 9,000 suppliers are small value companies. Members reported to the Cabinet they consider it important the Council continues to signpost smaller companies to bid application assistance, where it cannot offer support itself, and that there should be evidence that procurement decisions have been ethically based rather than price based.

In response the Cabinet Member for Finance, Modernisation and Performance confirmed 56% of the Council's suppliers are SME's. The *Selling to the Council Guide* continues to be promoted which aims to help potential suppliers and contractors understand how Cardiff Council buys goods and services. The Commissioning and Procurement Team are working with Cardiff's Third Sector Council to explore how best to support the Third Sector to develop their general procurement skills, including supporting a training programme and the identification of a list of potential community benefit schemes that need the support of a contractor. The ultimate aim is for the Council to be able to direct contractors to a list of potential community benefit schemes that need their support to deliver benefits across Cardiff.

The Cabinet clarified that tenders are awarded on a combination of price and quality, and it is more likely that ethical employment considerations will be considered as part of the initial selection stage which determines whether suppliers/contractors are capable and suitable to deliver the contract requirements for the Council.

### **Draft Corporate Plan 2018-19**

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Following up on its policy development engagement with Delivering Capital Ambition and the Corporate Plan 2018-19 in December 2017, in January 2018 the Committee had an early pre-decision scrutiny opportunity of considering the Corporate Plan 2018-19. The Committee acknowledged that the series of opportunities afforded Scrutiny marked a significant step forward in facilitating scrutiny impact on the Council's strategic planning processes. Members specifically acknowledged that the Administration had sought to embed the Capital Ambition Delivery Programme within the Plan, and had sought alignment with the Public Service Board's Well-being Plan.

The Committee made many specific references to lines within the Plan, notably highlighting it considers that the Plan underplays the role Economic Development plays in achieving the objective '*A Capital City that works for Wales*'. They also considered performance measures (KPI's) for this objective were noticeably light.

The Committee's impact is evidenced by the consequential changes made to the Plan following the Committee's observations. The draft Plan:

- Included measures on employment growth.
- Added an objective to recognise the role of the City Deal in supporting Economic Development across the City and wider region.
- Included, under the well-being objective 'Modernising and Integrating our Public Services', the management of assets and property.
- Including an objective, and corresponding key performance indicator, focused on preventing young people from reoffending.

- Adding a performance measure reflecting the extent to which people believe they are capable of living independently following support from the Independent Living Services.
- Acknowledging the need for high-quality urban design, the Council will convene regular Design Reviews of proposals submitted to the Local Planning Authority and will make recommendations based on the views of the multi-disciplinary panel. Furthermore, proposing an annual Design Review Monitoring document is published, containing case studies and examples of recommendations made.
- Further developing the objective relating to a food strategy, to make clear what the strategy will seek to achieve.

The Committee commended Cabinet's unprecedented responsiveness to the Committee and the Performance Panel's concerns and observations, warmly welcoming the step forward in co-production of the Corporate Plan. However, Members sought further reassurance of a strong connection between the objectives of the Well-being of Future Generations Act and the Corporate Plan, around the health aspects of the legislation, considering there was an opportunity to strengthen the Council's commitment to addressing health inequalities.

The Leader reassured the Committee of a strong connection and that all of the well-being objectives had been designed to maximise the authority's contribution to the goals. With regards to the Council's commitment to addressing health inequalities in the city through working with public service partners, he pointed out that each of the seven well-being objectives in the Corporate Plan contributes towards the national well-being goal of 'A healthier Wales'. For example, the Council recognises that poverty is one of the greatest contributory factors to poor health and, therefore, the 'Supporting People out of Poverty' objective in its entirety contributes towards this goal. Similarly, 'Safe, Confident and Empowered Communities' confirms that the Council will respond to the recommendations of the Parliamentary Review of Health & Social Care in Wales and includes performance measures about

the number of individuals participating in parks/outdoor sport. In addition, 'Cardiff grows in a resilient way' includes both steps and performance measures around improving air quality and increasing active travel in Cardiff.

## **Draft Budget Proposals 2018-19**

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In February 2018 the Committee exercised its dual remit of scrutinising both the overarching Budget Proposals 2018-19, and the specific budget proposals of three directorates. In respect of the *whole Council* budget the Committee highlighted several concerns. Firstly that Council Tax was increasing by 5% despite the financial settlement being better than expected, noting that the employers pay award at 2% was the main reason given for this. Other concerns included the risk of debt impacting on the Council's overall budget; an additional £8.4m in the budget for Social Services, writing out a previous saving; that income generation was a repeated theme across Directorate budget savings proposals; and how achievable was the proposal to reduce dependency on agency spend across the recycling and waste services team, by improving attendance at work.

In respect of the *Resources Directorate* proposals the Committee observed a different culture, noting the Directorate's appetite to push boundaries, illustrated in services such as procurement. Members urged that no proposed savings should prevent digital progress. However, that care should be taken to ensure that e-billing does not exclude those who are not technically resourced.

In respect of the *Economic Development* proposals the Committee welcomed the comprehensive review of the Council's estate; was concerned about the removal of the International Pool subsidy, and the impact on charges, staffing and services; considered the Corporate Landlord Model offered the potential to put in place the controls required for successful management of the estate.

In respect of *Governance & Legal Services* proposals the Committee noted the reduction of two posts from the scrutiny function and the consequence that there will be a reduction in the capacity to support members in undertaking task group inquiries.

In response the Cabinet Member reminded the Committee that the difference between a 1% and a 2% pay award is £2.8 million; drew attention to the Budget Report statement that whilst approving the Capital Programme for the period up to 2022/23 the later years of the programme will be subject to an on-going review of the Council's financial resilience; acknowledged that the savings proposed by Social Services were ambitious but it is important in these challenging times that directorates look at all savings opportunities and set themselves stretching targets in terms of their achievement.

## **Monitoring Improvement**

***Where the Committee has undertaken monitoring of the Council's improvement progress. In 2017/18, this included:***

- Cardiff's Statutory Improvement Report 2016-17 (Oct '17)
- WAO Annual Improvement Report 2016-17 (Oct '17)

### **Cardiff's Statutory Improvement Report 2016-17**

In October 2017 the Committee monitored the Council's self-assessment of its improvement in the form of the Statutory Improvement Report 2016-17, requesting a future role in contributing to improvement planning and processes around target setting for the forthcoming Corporate Plan.

The Cabinet Member Finance, Modernisation and Performance confirmed that the Corporate Performance Team would be happy to work with the Committee's Performance Panel to provide a productive avenue through which to further develop the Committee's involvement with the Performance Management Framework and agenda.

## WAO Annual Improvement Report 2016-17

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Continuing the improvement theme, the Committee welcomed the Wales Audit Office, promoting strong links between internal Scrutiny and external Auditors as a way of ensuring the focus of its work during the year is appropriate.

The Committee has previously expressed some frustration at the volume of data it receives to assess how the Council is progressing on its improvement journey, and in future requested a simple summary and benchmarking as to whether the Council is performing well or otherwise. Members would also like detail on savings planning that includes the unintended consequences of planned savings; more information in respect of why change is necessary; and how the service can become more efficient.

In response the Committee was advised it is not possible to ascribe a simple, overarching status to the performance of the entire organisation. Members were advised that the Welsh Government's National Indicator and Public Accountability Measures system provides benchmarking, though this will be replaced with a new, improved set of indicators in 2018/19. In respect of savings planning, the general contingency is an important part of the Council's financial resilience, and had been reduced by 25% in 2017/18, from £4 million to £3 million. Directorates are not expected to see this contingency as a fall-back position and progress towards achieving planned savings is closely monitored and challenged throughout the year.

### Short Scrutiny

***Where the Committee has examined in-depth work underway to address a significant issue the Council faces, commented on findings and action plans, giving the Cabinet the opportunity to know Scrutiny Member's views as they tackle a difficult issue. In 2017/18 this has included:***

- Sickness Absence (Jan '18)

## **Sickness Absence**

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In January 2018 the Committee resurrected its long term interest in the significant challenge of tackling sickness absence with an opportunity for a short scrutiny to consider the findings of a review by APSE, and an outline action plan to address the findings. Following the scrutiny Members agreed that the Committee will continue its work and interest in sickness absence, and it will be looking for evidence of strong senior management leadership when it scrutinises progress on the action plan in July 2018.

The Committee followed its scrutiny by commissioning comparative research with GLL Leisure Services, to explore whether there are lessons that can be shared and effectively applied to the in-house delivery of services. Members recommended focus groups be held with frontline staff to ensure their voice in the consultative process, and considered more data is required around high levels of sickness absence within specific groups, and the culture at various levels within the organisation which may impact on this.

The Committee has been assured of support in working with scrutiny research, to share any learning with the Committee. Importantly strong leadership on sickness matters is underway and APSE has been engaged to ascertain whether there are any reasons as to why certain occupational groups would have higher sickness than others and what processes can be put in place to assist this.

## **Briefings post Cabinet**

***Where timescales have not allowed for pre-decision or policy development scrutiny, and to ensure the Committee is kept informed of developments, proposals or progress, in 2017/18 this included:***

- Budget Strategy 2018/19 Medium Term (Sept '17)



- Budget monitoring month 6 (*Dec'17*)
- Corporate Land and Property Management (*April'18*)

## **Budget Strategy 2018/19 Medium Term**

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In September 2017 the Committee considered the Council's Budget Strategy for 2018/19 and was reassured by a decrease in the forecast budget gap since February 2017, from £27m to £23.5m, and that a pay award of up to 2% would be planned for. Members sought clarification that achieving the £7m 2016/17 unmet savings remained a target; that the Cabinet intended to prevent a recurrence of missed savings targets in 2018/19 and that there would be close monitoring of budgets, particularly of those services that are overspending throughout the year, such as social services.

The Cabinet response confirmed that unmet savings from 2016/17 remain a target in the current financial year, and that savings are monitored on a monthly basis. All savings proposals undergo a risk rating for achievability and those identified as higher risk are subject to additional challenge. Budgets are monitored closely throughout the year and directorates receive detailed monthly monitoring information. Directorates currently reporting a projected overspend were acting to resolve the issues that led to the current position or alternatively, to identify offsetting savings in other areas of the service.

### **Budget monitoring month 6**

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The Committee proceeded to monitor the 2017/18 budget at month 6 in December 2017. Its main focus of concern was the overall savings shortfall of £1.782million, which appeared to be worsening. Members considered this situation could be due to unrealistic savings proposals, and concern as to whether the budget actually reflects the real cost of services such as Childrens Services, or whether a significant realignment of the budget is needed.

Members were of the view that the projection of a balanced budget at month 6 had been achieved at a cost, particularly of unachieved savings and was a result of management action in holding staff vacancies.

In response the Cabinet confirmed that a £3.3 million realignment had been included for Children's Services to reflect known pressures and unachieved prior year savings proposals, again re-enforcing that savings are rigorously assessed at the point at which they are first proposed. Risk and planning status are kept under review throughout the budget setting process and reported upon within the Budget Report. However, in order to achieve significant levels of savings, there is a need for the Council to proceed with a level of manageable risk contained within the proposals.

### **Corporate Land and Property Management 2018/19**

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In April 2018 the Committee was briefed on the CLPMP for 2018/19. The Plan was considered realistic, the Council's core buildings had deteriorated significantly and Members heard that it will take until 2020 to address the maintenance backlog. There were longer term plans to undertake a review of the core office estate, and the Committee would include a progress briefing on core office accommodation on its work programme.

The Committee was advised of an extensive review of proposed disposals in the autumn. Members were keen to ensure that the Council maximises its returns for disposals, and that the CLPMP target of £40m is based on selling assets at the market rate.

Importantly, the Committee welcomed Cabinet's intention to consult ward members on proposed disposals, and requested an opportunity to contribute to the consultation. Members made strong representation that where properties serving a community purpose are identified for disposal there must be full and proper consultation with the community. Where property is considered appropriate for asset transfer to the community, Members feel that there is a case for involving the

community to ensure the cost effectiveness and availability of properties.

## **Task & Finish Scrutiny**

***Where the Committee considers there is an opportunity to examine in detail the issues and wider options available, to assist the Council in improving the way a service is delivered. In 2017/18 this included:***

- Customer Leadership (*published May '18*)
- Managing the Estate under a Corporate Landlord Model (*published April '18*)

### **Customer Leadership**

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As part of the 2017/18 work programme the Committee agreed the terms of reference for a Task and Finish inquiry into the Council's approach to Customer Leadership. The group was set the task of exploring opportunities for embedding customer culture and leadership across the Council by reviewing existing best practice and making recommendations for improvement in Customer Leadership.

Members considered the views of internal and external customer service experts such as Admiral, Welsh Water and British Gas. Chaired by Councillor David Walker, five clear themes emerged from the evidence gathered: the *Vision and Strategy* required to embed customer service; the *Leadership* required to steer a customer focus; how *People* are central to embedding and delivering customer focus; the importance of understanding *Customer Expectations*; and what *Policies and Processes* need to be put in place to support a customer leadership focus.

The task group identified opportunities for placing the customer at the heart of Council's service delivery, requiring elevation of the profile of customer service both politically and operationally. Seven recommendations were

developed from the inquiry's key findings for Cabinet's consideration centred on strengthening the customer focus of the Council's suite of strategic planning documents, by developing a new Customer Vision statement, a Customer Charter, and a Customer Service Strategy; Improving the Council's understanding of customer needs and expectations by involving the customer in business planning through customer research; Facilitating a step change in customer service awareness and understanding across all management roles, specifically giving the Chief Digital Officer a mandate and full authority to ensure council-wide consistency of customer service standards; Developing the culture, management accountability and customer training at all levels that will encourage consistency of service excellence; Securing opportunities for senior managers to experience first-hand the culture of Admiral and Welsh Water's customer leadership approach; and securing membership of the Institute of Customer Service as the professional body that could support the customer service development journey.

### **Managing the Estate under a Corporate Landlord Model**

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During work programming the Committee agreed the terms of reference for a second Task and Finish inquiry into managing the Council's non-residential estate centrally, under a Corporate Landlord model. A Task Group was tasked with: establishing the reasons for this approach, the scale of benefits for both the Council and Cardiff residents and to identify key challenges overcome by other local authorities which had introduced this model.

In November 2017 the Task and Finish group met for the first time. Over the following 6 months the Task Group, chaired by Councillor Joe Boyle, heard evidence from internal and external property and asset management experts, the Cabinet Member responsible for the proposed changes, Council service areas and other local authorities who had already implemented a Corporate Landlord model. The final report was approved by the Committee May 2018, with evidence presented under 3 principal emerging themes: *securing corporate buy-in* for the model,

*policies and processes* connected to implementation and the *benefits of successful implementation* of the model.

Recommendations for Cabinet's consideration were: Agree a clear statement of the Council's vision for the Corporate Landlord model to counter contradictory interpretations; Ensure political responsibility for the Corporate Landlord sits within a single Cabinet portfolio; Create a centralised Corporate Landlord management structure under the new Assistant Director (Corporate Landlord); Produce a Corporate Landlord executive summary annually as part of the budget setting process; Review and refresh as required the roles and responsibilities of the senior management team in respect of property matters; Put in place a preventative maintenance programme for all Council assets; Ensure that, during the first 12 months following the appointment of the Assistant Director (Corporate Landlord), Landlord and Occupancy Agreements are put in place for all Council properties and the terms agreed by relevant parties.

## **Call-in Scrutiny**

***Where the Committee considers a request made by a non-executive Member to review a recent Cabinet decision on a specific subject within the Committees Terms of Reference, that has implications for the Council and the City. In 2017/18 this included:***

- The disposal of Wedal Road Household Waste Recycling Centre land, Cathays, Cardiff. (April '18)

### **The disposal of Wedal Road HWRC**

In April 2018 the Committee was asked to consider a call-in of Cabinet's decision to dispose of Wedal Road Household Waste Recycling Centre land off market. Following the scrutiny the Committee voted to refer the decision back to the Director of Economic Development as decision-maker, for further consideration. In referring the

decision back Members were unanimous that officers had followed the appropriate protocol in taking this decision, however encouraged a review of the disposals protocol as a matter of urgency. The Committee understands the importance of public sector partnership relations, and that overall the Council benefits from good relations in equal measure. However, it considered that in this specific case wider marketing to potentially interested parties, such as housing associations, would have been appropriate. Therefore it concluded that the land at Wedal Road should not have been removed from public auction given the pressing need for the Council to deliver £40million from disposals in 2018/19. A further option to maximise income to the Council would have been to take the property to public auction with a higher reserve.

In addition the Committee wrote to the Director of Legal and Governance expressing its view that the decision –maker should have the authority to seek more than one independent valuation, particularly when the asset is substantial or where there has been political challenge and community concern. The Committee’s view was that this restriction may need to be re-considered, to ensure the Council is supported in its need to maximise income from disposals.

The Director of Economic Development subsequently confirmed that he believes the process is fit for purpose and does not need to be changed, confirming that he was satisfied that the valuation report provided for the Wedal Road site disposal was robust, but that given the political interest in the disposal, he intended to refer the decision to Cabinet.

## Future Work Programming Opportunities 2018/19

There are a number of items that will need to be carried forward and re-visited following this year's work. Topics commended to the Committee of 2018/19 for consideration in its work planning include:

- **Partnership scrutiny of the PSB** - the Committee continues to perform strategic overview scrutiny of the PSB's performance going forward, particularly the first annual report of progress on the Boards Well-being Plan. In addition the Chair considers attending the PSB as invited to establish strong lines of open accountability, and benefit both parties.
- **PSB Governance arrangements** - Committee plan to scrutinise the governance arrangements of the PSB in June 2018.
- **Workforce Strategy** – Committee has requested sight of the action plans that will sit beneath the Workforce Strategy, and resolved to monitor what has been achieved six months on from implementation.
- **Employee Health and Well-being programme** – Committee propose in-depth scrutiny of the Employee Health and Well-being programme, particularly how the occupational health programme has been performing for the Council in 2018.
- **Performance Scrutiny** – Chair to discuss with the Cabinet Member how the new Performance and Delivery Group could work constructively with the Committee in the future. Note that the Council's Corporate Performance Team will be very happy to support the Committee's Performance Panel. The Cabinet Member considers this will provide a very productive avenue through which to further develop the Committee's involvement with the Performance Management Framework and agenda, as a key stakeholder in both its development and implementation. Additionally programme scrutiny of Quarter 4 and year-end performance information by the full committee in June 2018.

- **Sickness Absence** - continue the Committee's work and interest in sickness absence. Give consideration to the content of the action plan in place, and prioritise monitoring of the Plan in July 2018.
- **Core Office Estate** – progress briefing and scrutiny of Cabinet's longer term plans to undertake a review of the core office estate, including City Hall.
- **Proposed property disposals** – an extensive review of proposed disposals is planned in the autumn, Committee would welcome sight of the proposals, and an opportunity to contribute to the consultation.

## COMMITTEE TERMS OF REFERENCE

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
- To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
- 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-government 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 in this area.



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