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## AGENDA

- Committee** POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
- Date and Time of Meeting** WEDNESDAY, 14 NOVEMBER 2018, 4.30 PM
- Venue** COMMITTEE ROOM 4 - COUNTY HALL
- Membership** Councillor Walker (Chair)  
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson, Lister, Mackie and Murphy
- 1 Apologies for Absence**  
  
To receive apologies for absence.
  - 2 Declarations of Interest**  
  
To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.
  - 3 Minutes (Pages 3 - 10)**  
  
To approve as a correct record the minutes of the meeting held on 3 October 2018.
  - 4 Managing the Estate under a Corporate Landlord Model (Pages 11 - 26)**  
  
To consider the Cabinet response to the recommendations of the Committee's task group inquiry, Managing the Estate under a Corporate Landlord Model, a report published in May 2018.
  - 5 Facilities Management Briefing Report (Pages 27 - 32)**  
  
To receive a presentation and briefing report on the challenges of delivering the service to scope a potential task group inquiry of the Committee.
  - 6 Quarter 2 Performance 2018/19 (Pages 33 - 120)**  
  
To monitor Council performance in Quarter 2 (July –Sept) 2018/19.
  - 7 Committee Business Report (Pages 121 - 158)**

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**8 Way Forward**

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

**9 Urgent items -AOB**

**10 Date of next meeting - 12 December 2018 at 4:30pm**

**Davina Fiore**

**Director Governance & Legal Services**

Date: Thursday, 8 November 2018

Contact: Kate Rees,

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

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

3 OCTOBER 2018

Present: Councillor Walker(Chairperson)  
Councillors Bowen-Thomson, Boyle, Cunnah, Hudson, Lister,  
Mackie and Murphy

24 : APOLOGIES FOR ABSENCE

None

25 : 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.

26 : MINUTES

The minutes of the meeting on the 12 September 2018 were approved as a correct record.

27 : ANNUAL IMPROVEMENT REPORT 2017-18 - WALES AUDIT OFFICE

The Chairperson welcomed the following:

Representing the Wales Audit Office

- Sara-Jane Byrne
- Ian Phillips
- Samantha Clements

Representing Cardiff Council

- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance
- Paul Orders, Chief Executive
- Christine Salter, Corporate Director Resources
- Joseph Reay, Head of Performance & Partnerships

The Chairperson explained this was an opportunity to consider the Annual Improvement Report for 2017/18. This was an annual report issued by the Wales Audit Office in September 2018, having audited the Councils improvement planning and reporting arrangements, to assess whether the Council would meet its statutory improvement duties.

The Chairperson invited Sara-Jane Byrne of the Wales Audit Office to give a verbal update.

The Committee was advised that improvement could be seen and the Auditor General believed that the Council was likely to comply with the requirements of the Local Government Measure.

The Chief Executive explained that the Council's Senior Management Team worked closely with Wales Audit Office, contributing to national studies, developing an ethos and a culture in the organisation to improve and operate positively to address and support current issues.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to the contents of the report and asked why the Joint Healthcare Inspectorate Wales & Care Report had not been included in the report.

The Committee was advised that the Joint Healthcare Inspectorate Report would be issued shortly. Unfortunately, there had not been enough time to include on today's agenda.

Members of the Committee were advised that the Annual Fee for work carried out by the Wales Audit Office was £471,097, in order for the Council to meet its statutory requirements.

The Wales Audit Office outlined how they assessed the Council's Improvement Plan and analysed performance. It was the responsibility of the Council to self-assess its performance against indicators and have a robust procedure in place to support this before publication. Mechanisms were in place to analyse the content, especially the Wellbeing Plan going forward and how the Plan linked to the objectives within the Corporate Plan, and how the Council complied with the Local Government Measure.

The Committee drew attention to the recommendations in the report and how these could be better understood in order to inform scrutiny.

Members of the Committee were informed that WAO undertake follow up work on recommendations to assess how the Council has taken forward its previous recommendations. This work is tracked and considered by the Council's Audit Committee. Intensive work was in place to track activity and support performance management, linked to the aspirations of Capital Ambition.

The Committee was concerned that the information contained in recommendations should be addressed through scrutiny.

Members were assured that reporting mechanisms were in place to pass information from Audit Committee to Scrutiny. WAO external auditors were in attendance regularly at Audit Committee and trackers were in place.

The Committee was provided with information on how Councils dealt with homelessness demand, how reporting mechanisms fed into the scrutiny process, and implemented recommendations.

The Committee was informed that Estyn, CCIW, and the Welsh Language Commissioner were examples of some of the external organisations that scrutinised the 22 local authorities in Wales.

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

## 28 : OVERVIEW & SCRUTINY REVIEW - FIT FOR PURPOSE?

### Representing the Wales Audit Office

- Sara-Jane Byrne
- Ian Phillips
- Samantha Clements

### Representing Cardiff Council

- Councillor Huw Thomas, Leader of the Council
- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance
- Paul Orders, Chief Executive
- Christine Salter, Corporate Director Resources
- Joseph Reay, Head of Performance & Partnerships
- Gary Jones, Head of Democratic Services

The Committee also welcomed Councillor Patel – Chairperson, Environmental Scrutiny Committee and Councillor McGarry, Chairperson Community and Adult Services Committee.

To set the context for this item the Chairperson explained to the Committee that each year the WAO undertook a number of national inspections in delivering its work programme. The Fit for the Future review was undertaken between October 2017 and January 2018. Representatives of the Wales Audit Office observed Committee proceedings in November 2017 as Committee scrutinised the Public Services Board; meeting documentation provided to members to support their scrutiny role, such as reports and presentations were reviewed; officers were interviewed; and some participated in focus groups held with key groups of Members and officers. In July 2018, WAO published the results of its review and this was an opportunity for Committee to hear the outcome and how the Council planned to address proposals for improvement going forward.

Huw Thomas, Leader of the Council explained that Cardiff Council had a strong scrutiny function and it provided a valuable input into the decision making process.

The Wales Audit Office explained that work had taken place with the 22 local authorities in Wales to establish how council's had implemented and developed their scrutiny functions since its introduction with the Local Government Act 2000, along with changes that had taken place. The challenges that councils faced and the future issues that were going to be experienced. Cardiff had a good platform going forward and was in a position to build and strengthen to meet future challenges. The Council had an Action Plan and proposals for improvements were listed in the report.

The Cabinet and Scrutiny arrangements were developed and sound challenges were made by scrutiny members. Training requirements were being reviewed, to develop members skills in line with new procedures including the Wellbeing & Future Generations Act, and also to develop members skills and understanding of the

challenges faced. The Committee also noted there were proposals for resources to be cut and therefore it was essential to use the current resource to support the service going forward.

The Wales Audit Office gave a more detailed summary of findings, drawing attention to how scrutiny was run and the support provided to Members. . There was scope to improve Forward Work Programmes and whilst some public engagement was acknowledged was a need to do more. Scrutiny's profile on the Council's website was discussed and it was recognised that navigating the website to find scrutiny work programmes could be difficult. Efforts to engage stakeholders were acknowledged along with good Task & Finish Group work. However agenda prioritisation could be refined. Scrutiny was considered effective but the Council was challenged to maximise the impact of its work and consider how issues could be scrutinised by using alternative methods other than formal meetings.

The Committee drew Cabinet's attention to scrutiny Task & Finish recommendations t. The majority of the recommendations had been implemented, however, Members considered there was little update on their progress or status.

The Committee received a presentation from Gary Jones, Head of Democratic Services which outlined the Action Plan developed to address the following WAO Proposals for Improvement:

P1 – The Council should build on its experience of using different ways of working to consider more innovative methods for undertaking scrutiny activity.

P2 – The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges and develop and deliver an appropriate training programme, including providing additional training on the Well-Being of Future Generations (Wales) Act.

P3 – The Council should make scrutiny committees' forward work programmes (FWPs) more accessible to the public and consider how it can involve the public in its scrutiny activity more effectively.

P4- The Council should publish final versions of scrutiny committee meeting minutes on its website in a more timely manner.

P5 – The Council should review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to alternative ways of working and asked WAO to advise on what innovative methods could be used.

The WAO referred to other Councils such as Lincolnshire, to the Centre for Public Scrutiny and to the newly formed scrutiny network, suggesting methods should place the service user at the heart.

Members of the Committee were of the view that Forward Plans could be more focused, and commented how difficult it could be to engage members of the public with some of the PRAP agenda items. In relation to the minutes, Members enquired whether there was an easier way of producing them, including webcasting all meetings.

The Committee was advised that currently some meetings were being webcast, this also included links to Facebook live. There was a cost for webcasting, however some councils had used audio minutes and these audio recordings were available on their websites.

Councillor Patel, Chairperson of the Environmental Scrutiny Committee explained that all Scrutiny Chairperson's operated differently. His Committee had found pre-meetings extremely helpful and allowed the Committee to focus on the agenda items in question. He considered that some in-house training services were not adequate to support the needs of Scrutiny Chairs and Scrutiny Committee Members. Good external training had been received, which provided more in depth development for members. He considered there was a need to webcast all scrutiny committee's and it was essential to lobby Welsh Government for funding to support the development of public engagement through webcasting.

Councillor Huw Thomas Leader explained that it was essential that Scrutiny Committees engage with the public and raise public awareness. Webcasting would support this engagement but funding should be in place before progressing.

Councillor Patel explained that the Scrutiny Chairs Liaison Forum had suggested writing to Welsh Government in order to fund webcasting.

Members of the Committee were concerned with the number of red RAG status in the action plan and asked what was being done to alleviate this. Was the prioritisation of scrutiny items satisfactory, and was scrutiny performance being tested.

The committee was advised that the action plan was a living document and that the RAG status would be updated as the actions were progressed.

The Wales Audit Office explained that every Council prioritised its own workload. Scrutiny should be in a position to make a difference by scoping what could be scrutinised and holding the Cabinet to account.

The Committee was advised that the Forward Work Programmes would be reviewed every three months. The items changed frequently and the work Programme would be fluid to reflect this.

The Committee discussed the Youth Service and the on-going work of the Children & Young People Scrutiny Committee. A short pilot was taking place to encourage the involvement of more young people in Scrutiny.

Councillor Patel drew attention to public engagement with the possibility of having meetings away from County Hall. There were numerous hubs located across the city and Scrutiny could benefit from using these external venues.

Councillor Mary McGarry, Scrutiny Chairperson for Community and Adult Services explained the current scrutiny procedures in place were good and that the Council should continue to have five Scrutiny Committees.

The Wales Audit Office indicated they were not in a position to advise on the resources required to support an effective Scrutiny service. Legally the Council was statutorily required to have one scrutiny committee. Their improvement review was about innovative working and considering alternative ways of delivering scrutiny for the future.

Members of the Committee drew attention to work commitments as some Scrutiny Committee Members had full time jobs, and were unable to commit to T&F Groups.

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

## 29 : CARDIFF COUNCIL'S WELL-BEING REPORT 2017-18

The Chairperson welcomed the following:

- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance
- Paul Orders, Chief Executive
- Christine Salter, Corporate Director Resources
- Joseph Reay, Head of Performance & Partnerships
- Andrew Simms, Corporate Performance & Improvement Manager

The Chairperson advised that as of 2018, the Improvement Report had been re-branded as the Well-being Report. This statutory document reviewed the Council's performance over the previous year, using evidence that demonstrated the delivery of its Well-Being Objectives. The Report should communicate improvement information that was timely and accurate to Members, officer, citizens, communities, stakeholders, other Council's, the Welsh Government and regulators.

Councillor Weaver explained this was a retrospective report which outlined the performance indicators.

The Committee received a presentation on Cardiff Council Annual Statutory Well-being Report 2017-18 which outlined the following:

- Legislative Requirements
- The Annual Statutory Well-Being Report 2017-18
- Self-Assessment of our Well-Being Objectives
- Key Messages
- Areas for further improvement
- Annual Statutory Well-being Report – Future Developments

The Committee was informed of the new legislative procedures in place and the previous performance analysis compared to the rest of Wales.



Members of the Committee were concerned with the credibility of the targets, noting that some targets for 2017-18 remained lower than the 2016-17 attainment. They felt tougher targets were required for some Performance Indicators

The Committee was advised that targets were ambitious. Improved targets were in place to support progress going forward and ensure credibility.

The Committee drew attention to the RAG rating in the report, and referred to Safeguarding and Transformation, listed as red and asked why this was the case and if the targets set were unrealistic.

The Committee was advised of the criteria used to set the targets and assured Members that improvements could be seen in red areas.

Members of the Committee asked for further information on the statistics in order to understand the figures, particularly linking to Looked After Children and People wanting to live in Cardiff.

The Committee was referred to the performance indicators in place for Children Services and how they were recorded. Currently the area was in a reasonable position even though there was demand pressure. There were a high number of vacancies in Children Services. However, significant improvements were beginning to show and a greater narrative on progress would be provided.

The Committee discussed Corporate Parenting and the support provided to Looked After Children. The key performance indicators in place to support children who returned home and those who were placed in more than one placement.

The Committee was advised that it was difficult to address individual cases through the performance indicators that affected safeguarding.

Members heard that all Directorates were aware of financial resilience issues and were addressing critical priorities. Improvement Progress was being made following the Wales Audit Assessment in order to focus on and improve performance.

The Committee was concerned that there was no evidence in the papers to show how the figures came about. Members considered greater narrative and consistency of self-assessment would provide a more robust assessment.

Members were reassured that detailed assessments involving the directors had taken place to achieve the figures. There had been significant analysis of unsatisfactory progress in some areas, and there was an awareness of the need for further improvement and consciousness of growing targets, as performance was not always as good as it should be. The Chief Executive recognised there are areas of the organisation that would benefit from a stronger scrutiny focus and ongoing internal scrutiny challenge, such as tackling sickness absence levels, delivery of the Corporate Landlord model, managing demand in Children's Services, and the Waste Management service.

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

30 : URGENT ITEMS (IF ANY)

None

31 : DATE OF NEXT MEETING - 14 NOVEMBER 2018 AT 4.30 PM

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**14 November 2018**

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**Cabinet Response to a Report of the Policy Review & Performance Scrutiny  
Committee Inquiry – Managing the Estate under a Corporate Landlord Model.**

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**Purpose of report**

1. To update Members on the Cabinet response to the recommendations made in the Policy Review & Performance Scrutiny Committee inquiry report, Managing the Estate under a Corporate Landlord Model, published in May 2018.

**Background**

2. As a part of the Policy Review & Performance Scrutiny Committee work programme for 2017-18, the Committee agreed to consider the Corporate Landlord model as a topic for in-depth scrutiny. The following terms of reference were used:

To examine Cardiff Council's proposal to adopt a Corporate Landlord model and ascertain the benefits for residents, community groups, and the organisation by:

- Establishing the reasons for introducing the model
- Identifying the scale of benefits for community organisations in terms of access to facilities
- Identifying the scale of benefits for the Council in terms of capital and revenue budgets
- To identify the key challenges overcome by other Local Authorities who have adopted the Corporate Landlord model

3. Membership of the task & finish group comprised:
  - Councillor Joe Boyle (Chair)
  - Councillor Norma Mackie
  - Councillor Rod McKerlich
  - Councillor Jim Murphy
4. Members received internal evidence from a range of sources, including Cabinet Members, senior officers of the Economic Development and Education & Lifelong Learning Directorates. External evidence was received from the People Too business consultancy, Bristol City Council, and Welsh Government.
5. The evidence was used to identify suitable findings from the Inquiry, and to develop recommendations based on the evidence heard throughout the Inquiry
6. The report for this task and finish inquiry was taken to the Cabinet meeting held on 12 July 2018. The full report inquiry report can be found by following the link below:

[Managing the Estate under a Corporate Landlord Model](#)

### **Cabinet Response to Recommendations**

7. The Cabinet agreed their response at the meeting on 12 July 2018. Attached at **Appendix 1** is a full copy of the Cabinet Report considered 'Management of the Council's Non-residential Property Estate –embracing a Corporate Landlord Model'. This report includes the Cabinet Members response to the Report by the Policy Review & Performance Scrutiny Committee "Managing the Estate under a Corporate Landlord Model" at pages 2-4. The Report outlines the recommendations made and the Cabinet response to each recommendation.
8. Overall, the Committee made 7 recommendations to the Cabinet. The Cabinet response (*Appendix 1, point 11, page 4*) shows that:
  - 6 of the recommendations are accepted – *R1, R2, R3, R4, R5, R7,*

- 1 of the recommendations has been partially accepted:

R6 – A preventative maintenance programme must be in place for all Council assets. Cabinet should ensure that:

- Proposals for new buildings factor in preventative maintenance at the planning stage
- A preventative maintenance is in place for retained assets.

## **Way Forward**

9. Councillor Russell Goodway (Cabinet Member – Investment & Development), Neil Hanratty (Director – Economic Development) and Simon Reynolds, Corporate Landlord Implementation Manager (Economic Development) have been invited to present the response to the inquiry and present any progress made in addressing the issues raised and recommendations approved.

## **Legal Implications**

10. 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**

11. 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 receive the Cabinet response and agree the way forward for receiving progress reports on the work required to implement the agreed recommendations.

**DAVINA FIORE**

**Director of Governance & Legal Services**

**8 November 2018**

*The following Appendix is attached:*

**Appendix 1:** Cabinet Report considered on 12 July 2018 'Management of the Council's Non-residential Property Estate –embracing a Corporate Landlord Model, which includes the Cabinet Members response to the Report by the Policy Review & Performance Scrutiny Committee "Managing the Estate under a Corporate Landlord Model"

**MANAGEMENT OF THE COUNCIL'S NON-RESIDENTIAL  
PROPERTY ESTATE – EMBRACING A CORPORATE LANDLORD  
MODEL**

**INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL  
GOODWAY)**

**AGENDA ITEM: 9**

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**Reasons for this Report**

1. To confirm Cabinet's commitment towards the full implementation of the Corporate Landlord model across all areas of the Council's non-domestic estate and to highlight some proposed changes required to accelerate progress.
2. To agree Cabinet's response to the recommendations of the Policy Review & Performance (PRAP) Scrutiny Committee as contained in the report of its Task & Finish Group "*Managing the Estate Under a Corporate Landlord Model*", a copy of which is attached at Appendix 1.
3. To report progress in addressing the recommendations of the September 2017 Independent Review of Health Safety Compliance across the Council's operational estate.
4. To seek Cabinet approval of the process to be followed to identify and deliver capital receipts required to meet the commitments set out in the Medium Term Financial Plan.

**Background**

5. The Council manages an estate of some 1000 non-residential properties with a current use value of circa £1.2 billion. Approximately 450 properties (circa 2,000 buildings) are currently being used for operational purposes. However, the estate presents significant challenges in terms of its annual running costs, now in the region of £60 million and in terms of the ever growing maintenance backlog currently estimated at some £370 million. The position is compounded by a mixed picture in terms of statutory compliance, particularly in respect of health and safety requirements, which has taken over 12 months of corporate focus to understand and manage.

6. As a result, in recent years, the manner in which the Council manages, operates and maintains its estate has come under internal and external scrutiny including a detailed review by the Wales Audit Office that led to a series of recommendations designed to improve the way in which the estate is managed. In response the Council developed its 2015-2020 Corporate Property Strategy which WAO has acknowledged should go some way to addressing the current issues.
7. As part of the strategy, a new approach which aims to centralise all property related functions under one directorate to improve decision making, governance and financial management is being implemented. This approach, which has become known as the Corporate Landlord model, will result in the “ownership” of all property assets (other than those managed by the Housing Revenue Account) being transferred from individual directorates to the County Estates within the Council’s Economic Development Service.
8. Alongside the development of the Corporate Landlord model, the Council has also established a programme of property modernisation, rationalisation and collaboration with other service areas and other partner organisations designed to improve the efficient use of the overall estate. This process is managed via the annual Corporate Land and Property Management Plan (CLPMP). The 2018/19 CLPMP was presented to Cabinet in February 2018 and sets out in a clear and transparent way, the process by which a detailed programme of disposals, relinquishments and investments will be delivered during the current year. The Medium Term Financial Plan presented to Council in February this year, as part of the detailed 2018/19 budget proposals, includes an ambitious target for the delivery of some £40 million of useable capital receipts over the medium term. The Administration is conscious that, if this target is to be achieved then, a programme of disposals will need to be agreed at an early date. Although it will undoubtedly prove to be controversial, the detailed list of the properties to be disposed of will need to be presented to Cabinet in the autumn in order to allow for a realistic and manageable timetable to be agreed and appropriate marketing arrangements to be put in place. The proposed approach for identifying the list of disposals is presented later in this report.

### **Policy Review and Performance Scrutiny Task and Finish report**

9. The PRAP Scrutiny Committee, at its meeting on the 20 September 2017 established a Task & Finish Group charged with undertaking an inquiry into the Council’s approach to managing the estate under a Corporate Landlord model within the following Terms of Reference:
  - To examine Cardiff Council’s proposal to adopt a Corporate Landlord model and ascertain the benefits for residents, community groups, and the organisation by:
  - Establishing the reasons for introducing the model
  - Identifying the scale of benefits for community organisations in terms of access to facilities



- Identifying the scale of benefits for the Council in terms of capital and revenue budgets
  - To identify the key challenges overcome by other Local Authorities who have adopted the Corporate Landlord model
10. The Task & Finish group collected and assessed evidence obtained from a number of expert witnesses as well as elected members and council officials and has now reported its findings and its associated recommendations to the PRAP Scrutiny Committee which has endorsed the report. The report has been forwarded to Cabinet for its consideration. The Task & Finish Group has recommended:
- R1. Cabinet agrees, within three months of the Assistant Director (Corporate Landlord) taking up post, a clear statement of its vision for the Corporate Landlord model in order to counter contradictory interpretations. The statement, based on ensuring that there is complete corporate “buy-in” for the model if it is to be successful, should be a key component of future Corporate Land and Asset Management Plans and must give an unambiguous message that the Corporate Landlord model is fundamental to the future operation of the Council.*
  - R2. The Council Leader must ensure that political responsibility for the Corporate Landlord sits within a single Cabinet portfolio. There can be no “partial” Corporate Landlord.*
  - R3. Cabinet tasks the new Assistant Director (Corporate Landlord) with creating a centralised Corporate Landlord management structure, to ensure that central management of all corporate assets is in the hands of property experts.*
  - R4. A Corporate Landlord executive summary is produced annually as part of the budget setting process in order to identify the resources available to meet the asset maintenance backlog. The executive summary should include:*
    - *Value of the current maintenance backlog*
    - *Prioritised list of asset maintenance projects*
    - *Investment estate market value*
    - *Current revenue generated from the investment estate*
    - *Capital receipt targets*
    - *How increased revenue will be allocated*
    - *Should there be a gap between capital receipts (source of funds) and maintenance costs (allocation of funds) the executive summary should enable estate managers to close the gap if needed.*
  - R5. The Chief Executive should review and refresh as required the roles and responsibilities of the senior management team to reflect*

*the centralised management of assets under a Corporate Landlord Model.*

*R6. A preventative maintenance programme must be in place for all Council assets. Cabinet should ensure that:*

- Proposals for new buildings factor in preventative maintenance at the planning stage*
- A preventative maintenance is in place for retained assets*

*R7. Cabinet should 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. For schools, in particular, agreements must make explicit where responsibility lies for the management and maintenance of school buildings. The implications of the Corporate Landlord model for school budgets must be made clear by the start of the 2019/20 school financial year.*

11. As the Cabinet Member responsible, I welcome the report and I am minded to advise Cabinet to agree its recommendations in full with one partial exception, and subject to the review of senior management arrangements outlined later in this report. In relation to R6 above, whereas I am minded to recommend acceptance in regard to new buildings, I am advised that, given the current condition of the estate, to attempt to put in place a preventative maintenance programme for retained assets would be neither affordable nor deliverable. However, I am prepared to recommend that Cabinet agrees that the Council adopts a condition based regime in relation to existing assets which will maintain the correct priority asset at the relevant time. I am advised that this approach uses real-time data including, cyclical inspection requirements (e.g gas boiler service reports) health and safety inspections (e.g. fire risk assessments) and property condition monitoring reports, combined, to prioritise and optimise maintenance resources and funding.

## **Issues**

12. The Council is currently part way through the implementation of the Corporate Landlord model which essentially vests ownership and responsibility for all of the Council's non domestic land and property assets centrally with the County Estates based in the Economic Development Directorate. As part of this, nearly all (non-domestic) property related budgets have been centralised and the majority of (non-domestic) property related staff across the authority have also been transferred into the Economic Development Directorate. In addition, numerous strands of work have also been initiated:
- Work to better understand and collate the value, costs and utilisation associated with all of the Council's buildings and land assets;

- Work to ensure the Council's buildings are safe and comply with statutory Health and Safety regulations;
  - Work to ensure better value for money is achieved for every pound spent on property by the Council;
  - Work to improve the reputation of the Council as a Landlord through better communication with users of buildings and more clearly defined responsibilities.
13. In November last year Cabinet approved the Strategic Outline Business Case for Band B of Welsh Government's 21<sup>st</sup> Century Schools Programme. This will result in the replacement of a number of the Council's secondary, primary and additional leaning needs school buildings which are currently in an extremely poor condition. In the February 2018 budget, Council also approved a substantial increase in the asset improvement budgets available for schools over the next 5 years.
  14. Work has since been initiated by the Education Service and County Estates to consider how this investment will be implemented effectively. External advice has been commissioned to review the skills, capacity and governance that will be required and is attached as Appendix B. In summary, it is proposed to introduce a new wrap of governance to ensure robust decision making involving all relevant areas of the Council and ensuring better review by relevant Cabinet members, as outlined in Appendix C. It is also proposed to bolster capacity within both the Education Service and County Estates. In particular it is proposed to appoint a new senior manager within the Education Service to provide the Senior Responsible Officer programme management oversight of the whole Band B programme.
  15. County Estates will support the Education Service to deliver all of the the property elements of the Band B programme. Essentially a client – contractor relationship will be established, with the Education Service as client and County Estates as contractor. In addition to this, budgets relating to the maintenance of schools will now be held by County Estates, with spend prioritised jointly by the Education Service and County Estates to ensure educational priorities are considered equally alongside property condition priorities when deciding where to invest. Given the scale of the programme, additional senior management capacity will also be required within County Estates. To that end it is proposed to review existing senior management arrangements in County Estates to enhance management capacity which may include the deletion of the vacant Assistant Director Corporate Landlord post to enable current allocated resources to be reallocated in accordance with the findings of the review.
  16. In addition to bolstering staff capacity, there is a need to further centralise control over property related spend across the Council. At present there remains opportunity for service areas to spend budgets without proper approval through the Corporate Landlord processes. This creates significant budget management issues which tend to manifest in overspends at year end. It is therefore proposed that financial control

mechanisms are put in place to ensure sign-off of all property related spend is undertaken by the Director of Economic Development or officers with the appropriate delegated authority from the Director of Economic Development.

### Health & Safety and Statutory Compliance

18. Following the unplanned closure of three secondary schools in 2016/17 the Council commissioned an independent review of health and safety compliance across the schools estate which was subsequently extended to cover the whole of the operational estate. The review is attached as Appendix D. In March 2018 the Council commissioned the same independent advisor to undertake a further review to report on progress against the original recommendations. The March 2018 report is attached as Appendix E.

#### *Statutory Obligations*

19. The key recommendations made in the original report of September 2017 can be summarised as follows:
- Increase visibility of the Property Portfolio as a corporate asset and service enabler.
  - Provide absolute clarity in key areas of risk and the management, mitigation, visibility and reporting thereof under a single point of control and communicated properly.
  - Provide absolute clarity in accountability, responsibility, competence, control, and effective communication thereof.
  - Overcome the complexity of financial resources, financial constraints and drivers for cost savings and lack of resources being channelled correctly into reinvestment and preventative activities.
  - Invest in Health and Safety of property management, buildings and operations, creating a culture where Health and Safety is accepted and embraced as part of everyone's role.
  - Address Governance and Assurance: Enhance visibility, control and assurance at senior management level in Health and Safety, Compliance and Regulations.
20. Work has been taken forward on addressing all of these key matters, however assurance was more recently sought by the Chief Executive to review whether substantive progress has been made (see Appendix E).
21. The March 2018 report observes that the introduction of the Corporate Landlord programme is a major step forward in the management and control of the Council's estate. It recommends however, that its role must be communicated effectively across the Council and that the correct controls are put in place. The report recognises that the Corporate Landlord programme is in itself a significant programme that will take a number of years to fully implement and pointed out that there needs to

be vigilance in the intervening period around commissioning of works, compliance and health & safety.

22. Whilst the report noted that controls and processes have been put in place, it also noted that there are still instances occurring where works are commissioned on the estate outside of these controls, that has the potential to undermine this progress. Significantly, whilst the corporate health and safety team has expanded and will expand further, schools are still able to utilise unapproved contractors and this represents an ongoing risk. The report acknowledges that the newly drafted Education Schools Handbook and Memorandum of Understanding helps to clarify roles and responsibilities and that the new Property Services Service Level Agreement 2017, issued to schools offers a proactive solution that seeks to both support and address the issue.
23. The report also supports the introduction of the RAMIS system, noting that: *“the recent purchase and installation of the RAMIS compliance management system is an important ‘enabler’ for improving performance in the area, in particular, the development of an Inspection and Testing Forward Plan to assure compliance.”*
24. The independent advisor recognised that further improvements will be achieved through the establishment of the fully funded internal Statutory Obligations team within Property Services, together with the establishment of separate contractual arrangements specifically for the delivery of statutory obligations testing and remedial works. These actions are both progressing.
25. The corporate Health & Safety team has been strengthened with the appointment of a new Head of Health & Safety and an agreed new structure has been agreed and is being appointed. This team will add specific expertise on property related statutory obligations, provide advice into the Corporate Landlord functions and conduct regular audits and inspections on internal and external contractors. To further support this approach the Corporate Health and Safety team and the Education Service have agreed a new Service Level Agreement for providing robust health & safety advice to schools at a local level with dedicated officers currently being recruited.
26. While many actions identified both internally and by the external independent advisors are either underway or completed, there remains a significant set of improvement actions that will take a number of years to complete in full. The next steps in this area of the Corporate Landlord programme are as follows:
  - Fully populate the new RAMIS system covering all health & safety inspection scheduling regimes and complete the training of all users, managers and contractors for all safety related inspections and remedial works.
  - Establish a Corporate Asset Management Commissioning Group to compliment other Commissioning Groups such as the Education or Community Asset Commissioning Groups.

- Complete the separation of the Statutory Obligations team from an income generation approach.
  - Set up and resource a fully committed Customer Account Management system to further support embedding health & safety delivery for customers, while building on customer relationships.
  - Set up a cogent Contractor Account Manager hierarchy for robust contract safety management relationships.
27. The outcome of these changes will bring about:
- Assurance of strong risk management of our buildings and safety for all their users.
  - Provision of a buildings portfolio which is fully compliant with statutory obligations.
  - Provide a 100% pre-planned compliance works and deliver above 95% compliance at any one time.

#### Medium Term Disposals Programme

28. As stated above, a key part of the strategy to improve the quality of the Council's estate and health & safety compliance is to dispose of the poorest quality assets in the Council's ownership. This strategy relates directly to the recent commitment in the Council's budget 2018/19 to deliver an enhanced programme of disposals to generate additional capital receipts to support the Council's Medium Term Financial Plan and the Band B schools investment programme.
29. The delivery of the projected capital receipts will come from the release of assets across the operational estate, the non-operational estate and the Council's land assets. In accordance with the Council's Property Strategy, a schedule of audits, which provide greater intelligence on all assets including occupancy, suitability and safety compliance are underway and will be used to identify opportunities to generate windfall receipts as well as opportunities to reduce the maintenance backlog.
30. It is anticipated that once the estate is fully reviewed sufficient assets will be identified for release to deliver the enhanced capital receipt programme. However, it is important to note that to enable the programme for the delivery of capital receipts, funding will be required for supportive estate management costs, transition maintenance costs and the costs of relocating services or community provision where they are deemed essential to continue. Further work is required to develop a detailed funding plan for this enabling expenditure in particular identifying the extent to which this expenditure can be capitalised by top-slicing capital receipts. Any enabling costs that are appropriate to be capitalised, will require an even greater level of receipts to be achieved to off-set these costs.
31. A detailed report setting out the full capital receipt programme will be the subject of a further report to Cabinet in the Autumn. However, whilst the

work to audit the estate is undertaken, a level of immediate control is required forthwith if the future targets are to be achieved. In particular, it will require all historic and future property and land uses to be sufficiently challenged. It is therefore proposed for the following controls to be put in place with immediate effect across the entire operational estate:

- All requests for design work to have corporate visibility through the new governance arrangements.
- All requests for property improvements/investment to have corporate control through the new governance arrangements.
- All requests for Community Asset Transfers, Third party occupancies, licences or leases of any part of the estate to have corporate visibility through the new governance arrangements.
- Change of use and occupancy on all of the estate (schools, community and all other users) to be agreed and asserted through the governance arrangements.
- It is imperative all underutilised, surplus and or vacant properties must be reported through the new governance arrangements.
- All works on any asset are managed through one set of agreed governance processes to assess and assure compliance and suitability.

32. In order to support the disposals programme through the release of operational property, there will be a requirement for Service Areas to produce Service Area Property Plans, linked to Service Area Workforce Strategies, outlining how they will support delivery of the Council's strategic property targets. Further to this, it is proposed that all decisions made by the Council will properly consider the property implications of decisions. As such, it is proposed that all relevant Cabinet Decision reports and Officer Decision reports will consult with Corporate Landlord in a similar way to financial, legal and HR advice.

### **Reason for Recommendations**

33. To continue the implementation of the Corporate Landlord programme and to update Cabinet on progress in regard to health and safety compliance.

### **Legal Implications**

34. The Council has an underlying fiduciary duty to ensure value for money from the acquisition, management and disposal of public assets.

### **Financial Implications**

35. The report identifies a number of areas where additional Corporate Landlord resources, or amendments to budgetary arrangements, are proposed but the funding mechanism to deliver these changes has not been identified. The Statutory Obligations section of the report specifically refers to the separation of the Statutory Obligations team from

the income generation funding approach, which applies to the remainder of Building Services, without identifying how it is proposed that this team would be funded. Paragraph 14 refers to proposals to bolster capacity within both the Education service and the Council's Property functions. Again how this increased capacity will be funded will need to be developed and included in the future review of the relevant management arrangement. Given the financial pressures facing the Council in the short and medium term any additional capacity or resources will need to be funded from existing resources including from delivered savings. Any risks to the Council with regard to the delivery of these savings, such as the generation of additional income, and the timing of these savings in relation to the costs they are financing will need to be identified in the relevant detailed Implementation Plans. A joint approach is proposed for the delivery of the property elements of the Schools Plan B programme. The successful delivery of this programme will be conditional on a clear understanding and clarity of the respective parties roles and responsibilities including their financial roles and responsibilities.

36. The Medium Term Disposals Programme section of the report outlines an approach to generating additional capital receipts. This potentially involves an element of "top slicing" to fund enabling expenditure to deliver this enhanced programme of receipts. The details of what is included in this enabling expenditure will need to be developed in order to ensure that it meets the criteria for being classified as capital expenditure. The use of Capital Receipts is restricted to funding capital expenditure or the repayment of debt. If it is not possible to fund this expenditure from capital receipts then alternative funding sources will need to be identified for this expenditure.
37. The PRAP Scrutiny recommendations include endorsing the switch from a reactive maintenance regime to one that is focused on a planned preventive maintenance programme. The transition will take a number of years to fully embed and will be driven by the Corporate Landlord Operating Model underpinned by the improved management information obtained from the property condition surveys. With the financial pressures facing the Council over the MTFP horizon the planned preventive maintenance programme will need to remain affordable as emphasised in paragraph 11 above. This will involve the prioritisation of maintenance works which in turn will be informed by the Council's Disposal programme, the Service Areas Property Plans and the property condition surveys.

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Accept the recommendations of the PRAP Scrutiny Task & Finish Group Report attached as Appendix F, except for Recommendation 6 which is partially accepted as explained in this report.



2. Note the recommendations of the independent review of statutory obligations and health and safety compliance set out in Appendices 2 and 3 and the on-going work to address the key recommendations.
3. Approve the strategy outlined in this report for commencing the identification of disposals and relinquishments to deliver the capital receipts required to meet the Medium Term Financial Plan.
4. Agree to the proposals set out in this report to enable the full implementation of the Corporate Landlord model, including:
  - a) Tighter controls over all building related spend.
  - b) The delivery of all new build projects through the Corporate Landlord team based in the Economic Development directorate.
  - c) Requirement for Property Implications to be included in all Cabinet Reports and Officer Decision Reports where there is an impact upon Council owned land and buildings.
- (v) Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Investment & Development and the Cabinet Member for Finance, Modernisation & Performance, to review and implement new senior management arrangements for the Council's Property Functions within the Economic Development Directorate, including if required the deletion of the vacant Assistant Director post.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>Neil Hanratty Director of Economic Development</b>
	<b>6 July 2018</b>

*The following appendices are attached:*

- Appendix A: Schools Building Handbook & Memorandum of Understanding
- Appendix B: Education Delivery Strategy Review
- Appendix C: Property Governance Arrangements
- Appendix D: Independent report on health & safety compliance
- Appendix E: Progress report on the implementation of the compliance Action Plan
- Appendix F: Managing the Estate under A Corporate Landlord Model - PR&P Scrutiny Committee. May 2018
- Appendix G: Equality Impact Assessment

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**14 November 2018**

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**Facilities Management – Briefing report to scope future inquiry.**

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**Purpose of report**

1. To receive a presentation and briefing on the services delivered and challenges faced by the Facilities Management service area, a service of the Economic Development Directorate.

**Background**

2. The Committees Terms of Reference include responsibility for monitoring and reviewing improvement in respect of Council property services.
3. The Committee formally agreed its work programme for 2018/19 at its September meeting, at which Members expressed an interest in scoping a scrutiny inquiry into Facilities Management. To progress the matter, and clarify best use of the Committees time, Members requested a briefing of the full Committee on the issues and challenges faced by the Facilities Management service, with a view to commencing an inquiry in 2019.

**Profile of the Service**

4. Facilities Management (FM) sits within the Investment and Development Cabinet portfolio. The service is headed up by the Operational Manager Commercial Services, and the Senior Responsible Officer for the service is the Director of Economic Development.
5. The delivery plan for the service is found in the Economic Development Directorate Delivery Plan. The Plan explains the Total Property Management (TPM) Service (FM) offers “a broad range of professional and advisory services

that support and enable the primary business of the organisation including maintenance and statutory compliance”. Services include:

- Building Services - maintenance services planned and responsive building repairs, statutory obligations compliance testing and remedial works ;
- Management and maintenance of key Council operational buildings including County Hall, City Hall, Wilcox House, Coleridge Road and Brindley Road;
- Cleaning and Security;
- Pest Control;
- Function service at County Hall (eg. weddings) which provides a valuable source of income for FM.
- A service area compliance and quality management section.

6. The Council employs approximately 600 cleaners, managed by a small team.
7. Building Maintenance Services are delivered either through the Council’s in-house Direct Labour Organisation, or by external contractors under a procurement framework. The maintenance of Council buildings is primarily undertaken on a reactive rather than planned basis.

## **Budgets**

8. Facilities Management holds the budget for the running of all corporate buildings. However, it is not in direct frontline control of many aspects of these budgets, for example, the use of energy in corporate buildings, which can be an issue. In 2017/18 the budget for running corporate buildings overspent by around £400,000.

## **Customers**

9. Building Services is responsible for the day-to-day management of County Hall, City Hall, Wilcox House, Coleridge Road and Brindley Road.

10. In respect of Schools, seventy of Cardiff's one hundred and eighty schools use the Cleaning and Support service for school cleaning, and ninety schools use Building Services for building maintenance. A team of four Client Liaison officers assist with communications between FM and the schools.

## Competitors

11. The service has identified a main competitor ***Estates for Education*** (<https://www.estates4education.com/>) who target primary schools, offering to project manage buildings cleaning, maintenance and facilities management by sub-contracting work. The Council has lost a number of school cleaning contracts as a result of being asked to competitively tender against private sector providers. Of greater concern is the quality of work carried out by some external contractors, the management of the associated health and safety, as well as the longer-term maintenance implications of poor workmanship for the Council.
12. Currently, the only 'external' clients FM offers its services to are schools, who hold delegated budgets for cleaning and maintenance. The service considers the volume of work available internally and within schools is sufficient and its main challenge is increasing the number of school contracts.
13. In respect of Building Services, there is a perception that the Council's FM service is more expensive than external providers. However, the service area points out that the quality of the work, and meeting health and safety requirements, is paramount.
14. Members may wish to reflect on how resilient the Facilities Management function is to competitive market forces, and whether a focus for any future scrutiny inquiry could usefully be a review of the Facilities Management service, with a view to halting the loss of contracts, adopting a marketing strategy that builds on the weight of Council branding?

## **Way Forward**

13. The Operational Manager with responsibility for the Council's Facilities Management service has been invited to give a presentation outlining the challenges faced, and to assist in scoping how best the Committee can work alongside the service to have an appropriate impact should it decide an inquiry is the way forward.
  
14. Members will have an opportunity to clarify their understanding of how the service operates and consider whether there is merit programming an in depth piece of work that would assist FM to improve its offer and build commercial resilience. This could be achieved by establishing a task and finish group of the Committee to commence in 2019, or undertaking a short scrutiny to be programmed at the earliest opportunity on the Committee's work programme.

## **Legal Implications**

15. 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**

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

## **Recommendations**

The Committee is recommended to:

- a. Consider the challenges faced by the Facilities Management Service;
- b. Identify whether the service would benefit from further scrutiny; and what specific issues are of concern;
- c. Consider how it wishes to take forward a scrutiny focus on the service, either by means of a task and finish inquiry to commence in 2019, or a short scrutiny to be programmed at the earliest opportunity on the Committee's work programme.

**DAVINA FIORE**

**Director of Governance & Legal Services**

**8 November 2018**

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**14 November 2018**

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**Corporate Performance Management Report: Quarter 2 2018/19**

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**Purpose of this Report**

1. To present the Council's Corporate Performance Management Report for Quarter 2 (July to September) of the 2018-19 financial year, providing the Policy Review and Performance Scrutiny Committee with an opportunity to monitor performance and progress against the Corporate Plan 2018-21.

**Background**

2. This Committee has responsibility for monitoring the overall performance of the Council, and the actions taken to ensure that agreed Well-being Objectives set out in the Corporate Plan 2018-21 are delivered.
3. In May 2018, Council approved the Corporate Plan 2018-21. The Corporate Plan sets out the Council's Wellbeing objectives for 2018-19 in accordance with the Wellbeing of Future Generations Act (2015). The Corporate Plan also set out the Council's key priorities and the key Steps it will take to deliver Capital Ambition, and the key Performance Indicators it would use to assess performance against the Corporate Plan.
4. The Council's refreshed performance management framework includes quarterly production of the "Delivering Capital Ambition Performance Report 2018-19" for the Cabinet. The report attached is a refinement of previous performance reports, and is designed in two sections,

## **Appendix A**

**Section 1** -Providing summary level detail of four key perspectives of Organisational Health:

- i. Financial,
- ii. Customer,
- iii. Internal Processes and
- iv. Learning and Development.

**Section 2** - reports Quarter 2 performance against the 2018-21 Corporate Plan Well-being Objectives, satisfying the Council's statutory obligation to report its progress against these, in line with the Well-Being of Future Generations Act 2015.

The report is organised by Well-being Objective and, under each of these, the performance narrative is tailored to identifying how the Council has progressed in the second quarter of the financial year. Graphical representation is used alongside narrative to show progress against the Corporate Plan Steps and Key Performance Indicators.

## **Appendix B -**

A quick reference summary performance report – a high-level summary of Quarter 2 performance against the steps, measures and deadlines set out in the Corporate Plan 2018-21.

The report is organised by Well-being Objective. This version does not contain detailed narratives but can be cross-referenced against the main report (Appendix A) where necessary.

5. 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. As such, performance information is readily accessible to the Committee for scrutiny, to enable it to

perform its assessment of the Cabinet's progress in delivering improvement and Capital Ambition.

### **Assessment Criteria**

6. The Corporate Plan 2018-21 includes 93 Performance Indicators and 93 Steps that support the delivery of the Corporate Plan Capital Ambition priorities and Well-being Objectives. The Assessment Criteria applied is as follows:

#### ***For Corporate Plan Steps***

7. Directorates are asked to self-assess the RAG rating for each of the Corporate Plan Steps for which they are the lead directorate using the following criteria:

**Red** - A Step should be ragged as Red when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate, e.g. SMT, enabling services etc. At the time of writing, it is unlikely that the step will be delivered within the agreed time frame or at all.

**Amber** - A Step should be ragged as Amber when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the step will still be delivered within the agreed time frame.

**Green** - A Step should be ragged as Green when there are no issues with progress / performance, and at the time of writing the step will be delivered within the agreed time frame.

#### ***For Corporate Plan Performance Indicators***

8. Directorates provide Performance Indicator results against target. The Performance Indicator RAG rating is then calculated using a set formula as follows:

**Red** - indicator result is 10% or more away from target

**Amber** - indicator result is within 10% of target

**Green** - indicator result is on or above target

### Summary of Performance Quarter 2 2018-19

9. A summary of Council Performance against RAG Ratings for Quarter 2 2018-19 is provided in the tables below:

At Quarter 2 2018-19, the 93 Performance Indicators in the Corporate Plan are rated:

	<b>Green (Better than target)</b>	<b>Amber (Close to target)</b>	<b>Red (Worse than target)</b>	<b>Comparison not available</b>	<b>Total</b>
<b>No. of measures</b>	35	10	11	37	<b>93</b>
<b>% of all measures</b>	37.6%	10.8%	11.9%	39.7%	<b>100%</b>
<b>% of results available</b>	62.5%	17.9%	19.6%		

At Quarter 2 2018-19, the 93 Steps in the Corporate Plan are rated:

	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>Total</b>
<b>No. of measures</b>	64	29	0	93
<b>% of all measures</b>	68.8%	31.2%	0%	100%

### Summary of key issues

10. Members' attention is drawn to the following key issues. More detail can be found in Section 1 of the performance report at **Appendix A**, titled 'The Organisational Health Overview'.

11. **Sickness Absence** - The Quarter 2 Council wide result is 4.37 FTE days lost per person; this is an improvement on the same period in 2017/18 of 0.24 days lost per FTE. The outturn forecast at Quarter 2 for 2018-19 is 10.41 days lost against a target of 9.5, which would be a 0.86 days lost per FTE improvement on the 2017-18 result of 11.27.
12. **Finance** - The overall month 6 position is balanced. The Projected Budget Outturn graph on page 3 of the performance report provides the exact position for each Directorate
13. **Customer** - The increasing interaction with customers through online channels continues. Key highlights include; high levels of engagement via social media in respect of the consultation on the proposed *Dog Control Orders* for parks and open spaces; increasing digital interaction for *Parking Permit Applications*, with 30,450 total page views in September alone, and an increase in numbers looking up *Waste Collection Information* in the Cardiff App due to the glass collection pilot scheme.

### Previous Scrutiny

14. Outcomes following the last full Committee consideration of performance, in June 2018, were as follows :
  - a. **Presentation** – Members constructive comments on improving access to the Corporate Plan Scorecard on screen were welcomed and officers reflected on the need to ensure that the reports were more readable when accessed using digital platforms.
  - b. The Committee's **Performance Panel** was consulted on emerging refinements to the information aimed at a less is more approach to data, based on the structure of the Corporate Plan.
  - c. **RAG Assessment** -.Members felt the Committee needed to better understand the criteria applied to the internal RAG self-assessment. Cabinet explained there are scenarios where the assessment of progress in delivering a Corporate Plan

Commitment, and the performance of a specific Key Performance Indicator (KPI), which measures a part of performance against that Commitment, will not be aligned in respect of RAG ratings, without necessarily undermining the assessment process behind them.

- d. **Self-Evaluation** - Committee was advised that the robustness of target setting in the latest Corporate Plan, and changes proposed to the quarterly corporate performance report for 2018/19 would improve the quality of self-evaluation, and enable a much more rounded reporting of performance in the future.
- e. **Consequences** Members expressed concern about Directorate overspends, and were reassured that managing spend needs to strengthen across the board in the future as the organisation may not have the capacity to address overspends.
- f. **Benchmarking** – the Committee was reassured that progress continues to be made in creating appropriate data set comparisons for the Council outside of the Welsh context, both with core cities and with those that face comparable challenges to Cardiff.

## Way Forward

- 15. 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.
- 16. Members are invited to consider the information set out in the report, and appendices, and identify any issues that require further scrutiny.

17. Members may also wish to pass on any observations, comments or recommendations to the Cabinet Member, Finance, Modernisation & Performance.

### **Legal Implications**

18. 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**

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

## **RECOMMENDATIONS**

The Committee is recommended to:

- Review the information provided in the Quarter 2 2018/19 Corporate Performance Report contained in **Appendices A and B**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

**DAVINA FIORE**

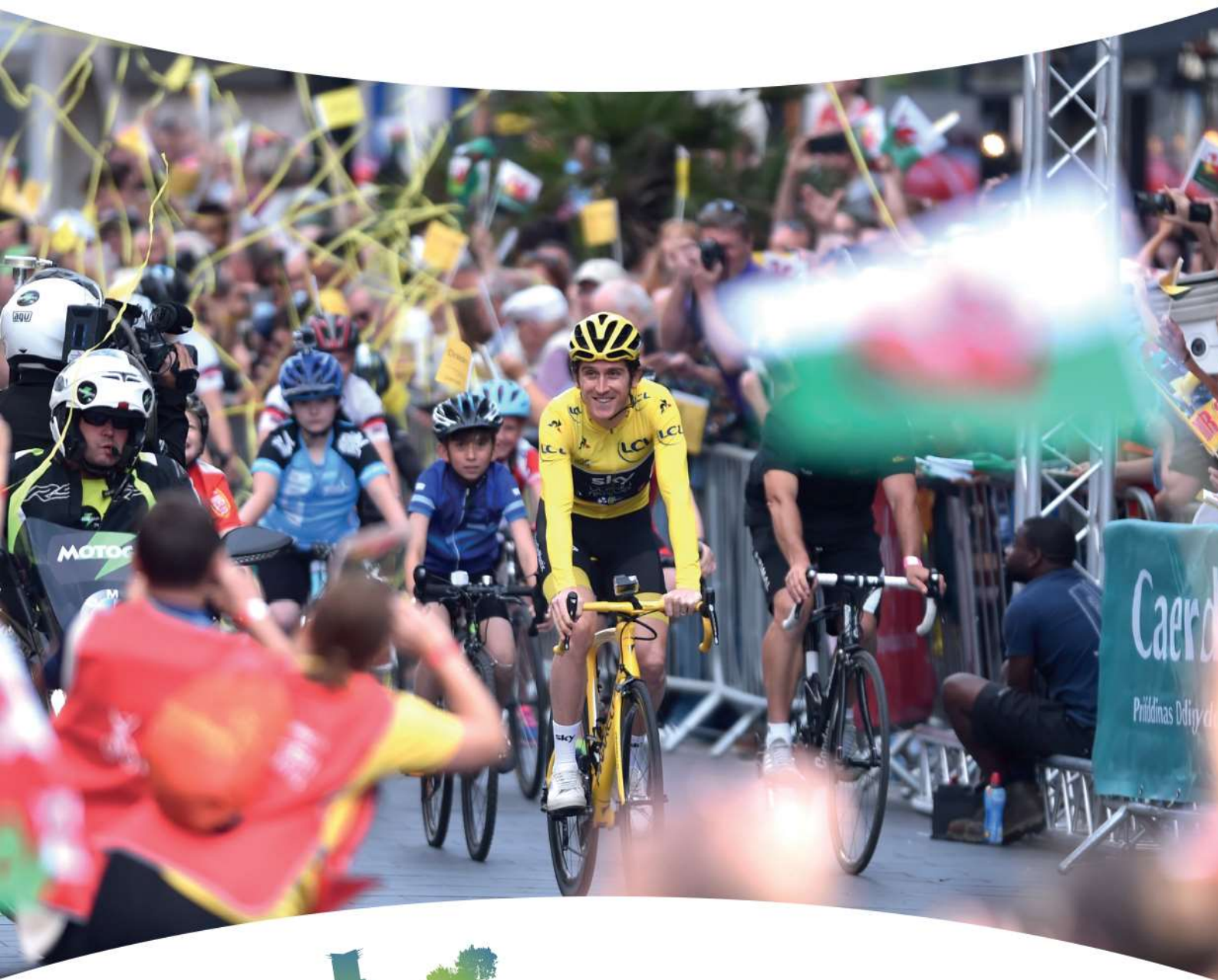
Director of Governance & Legal Services

8 November 2018



# Delivering Capital Ambition

Quarter 2 Performance Report  
2018-19



## **Purpose of this report**

This Quarter 2 performance report for 2018-19 contains two main sections and an appendix.

1. The first section, beginning on page 3, provides summary level detail of four key perspectives of Organisational Performance: Financial, Customer, Internal Processes and Learning and Development.
2. The second section of the performance report, beginning on page 7, reports Quarter 2 performance against the 2018-21 Corporate Plan Well-being Objectives, satisfying the Council's statutory obligation to report its progress against these, in line with the Well-Being of Future Generations Act 2015.

The report is organised by Well-being Objective and, under each of these, the performance narrative is tailored to identifying how the Council has progressed in the second quarter of the financial year. Graphical representation is used alongside narrative to show progress against the Corporate Plan steps and Key Performance Indicators.

## **Appendix**

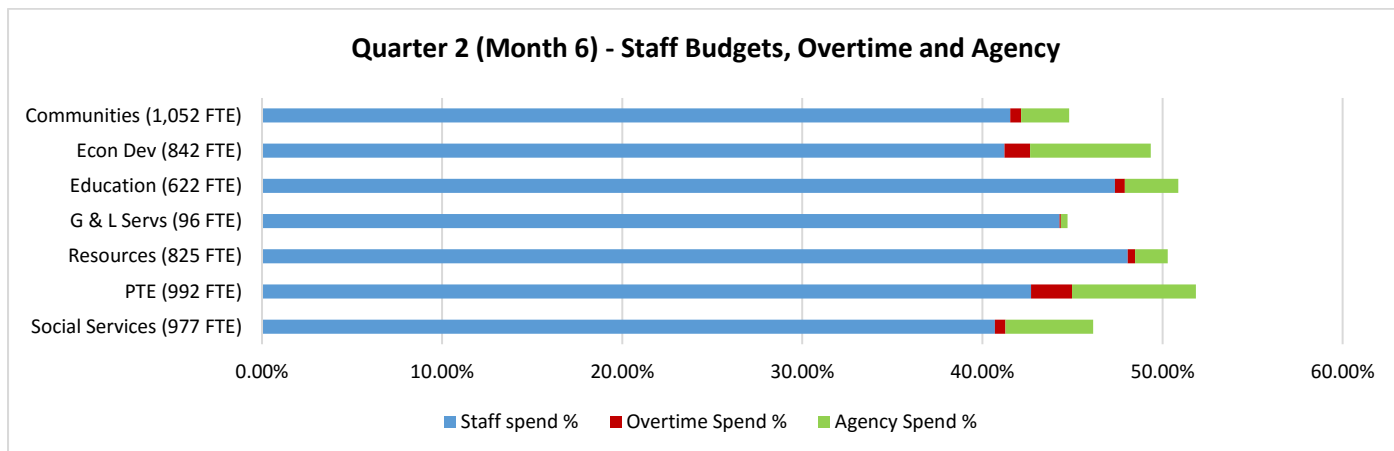
Attached to this report is an appendix which provides a quick glance version of performance against the Corporate Plan at Quarter 2, organised by Well-being Objective. This version does not contain detailed narratives but can be cross-referenced against the main report where further detail is required.

## Section 1 – Organisational Health Overview

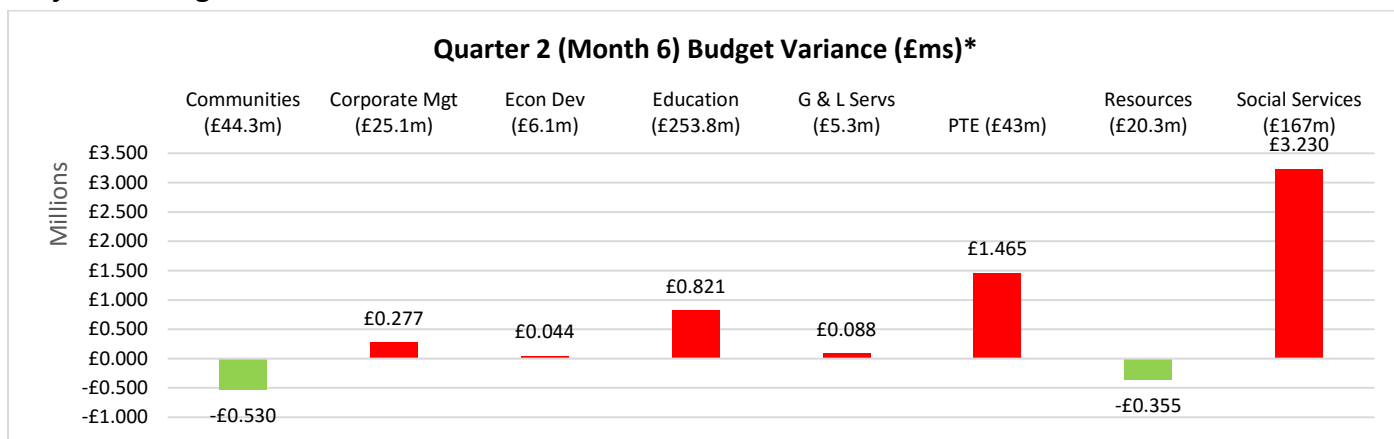


### Financial

#### Staff Budget/overtime and agency graph

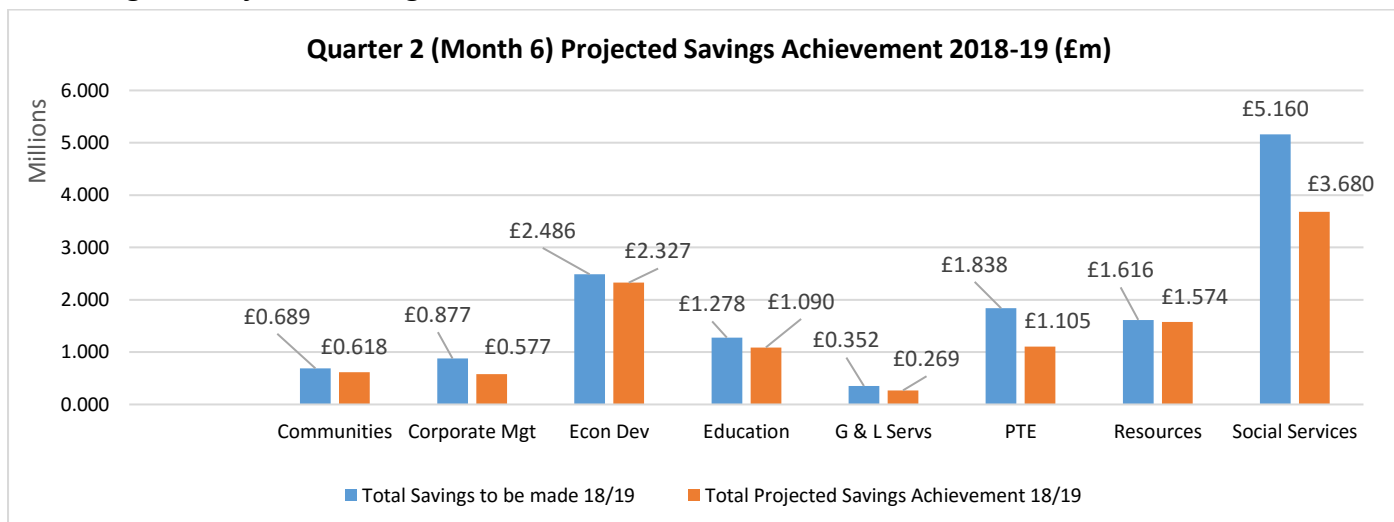


#### Projected Budget Outturn



\*This graph shows the individual directorate's projected outturn position at Month 6. The overall month 6 position is a balanced position and this is explained in more detail in the Month 6 Budget Monitoring Cabinet Report to be received in November.

#### Percentage of Projected Savings made



## Section 1 – Organisational Health Overview



### Customer



2,789 downloads  
1,083 on Android Devices  
1,706 on Apple Devices  
5% of downloads were in Welsh



**Followers** 18,800  
3,268 increase on Q4  
2017-18



**Followers** 89,400  
2,009 increase on Q4  
2017-18

Website  
[www.cardiff.gov.uk](http://www.cardiff.gov.uk)

**Visitors** 574,880  
**Total pages**  
2,217,718 English  
15,017 Welsh

#### Public Spaces Protection Orders – Proposed Dog Controls

During Quarter 2 the web team published consultation information on the proposed dog control orders for our parks and open spaces, these generated high levels of engagement via social media

10,228 page views relating to the proposed dog controls  
5,492 via Facebook and Twitter  
53 via Friends of Dogs websites

#### Glass Recycling Pilot & Waste Collection Look Ups

5,171 Page views relating to the Glass recycling  
1,990 via Facebook  
653 via Twitter

Information was also published on the glass collection pilot scheme and added to the waste collection look up in the Cardiff App

Online Recycling and waste collections look ups  
15,175 – July  
22,030 – August  
26,555 – September  
63,760 Total

#### Parking Permit Applications

Other areas that continue to show an increase in digital interaction is Parking Permit Applications with 30,450 total page views in September alone!

67.14%  
applications  
made online

32.86%  
applications  
via post



**Calls Offered** 161,767 compared to 166,975 calls in Quarter 1  
**Calls Handled** 144,834 compared to 152,528 calls in Quarter 1



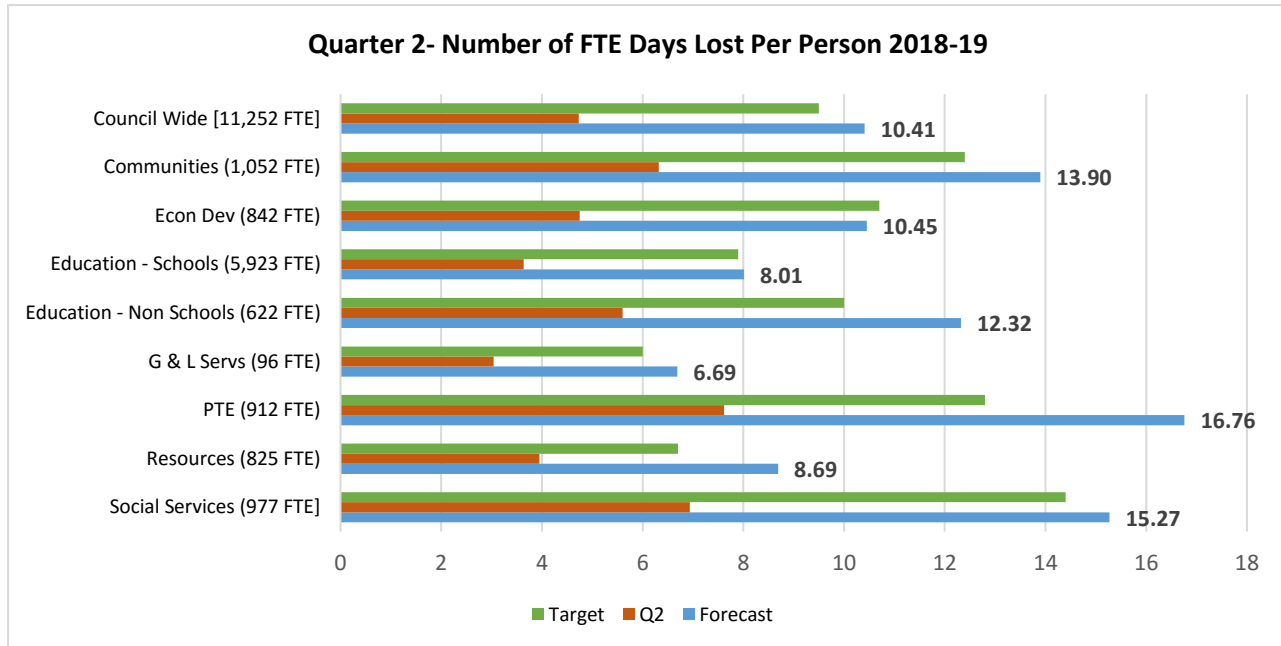
**Emails handled** 17,891 compared to 23,540 in Quarter 1  
**Webchats Handled** 2,539 compared to 2,305 in Quarter 1

## Section 1 – Organisational Health Overview



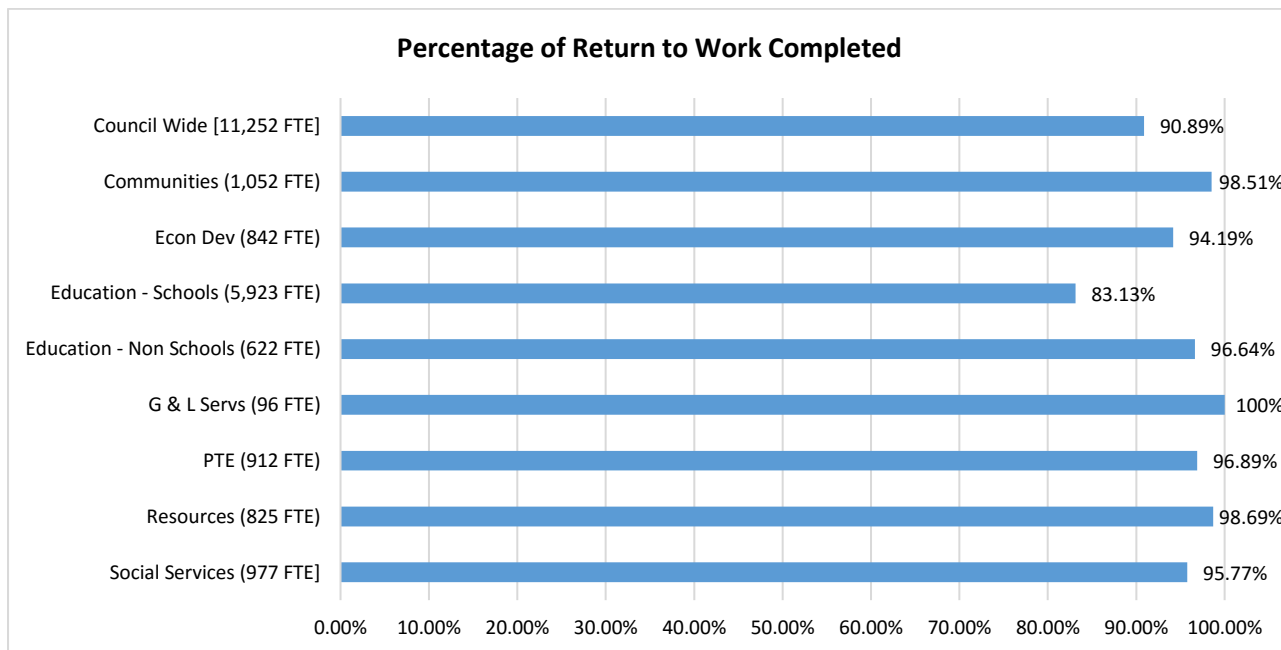
### Internal Processes

#### Sickness Absence



The Quarter 2 Council wide result is 4.37 FTE days lost per person; this is an improvement on the same period 2017-18 of 0.24 days lost per FTE. The outturn forecast at Quarter 2 for 2018-19 is 10.41 days lost against a target of 9.5, which would be a 0.86 days lost per FTE improvement on the 2017-18 result of 11.27.

#### Return to Work

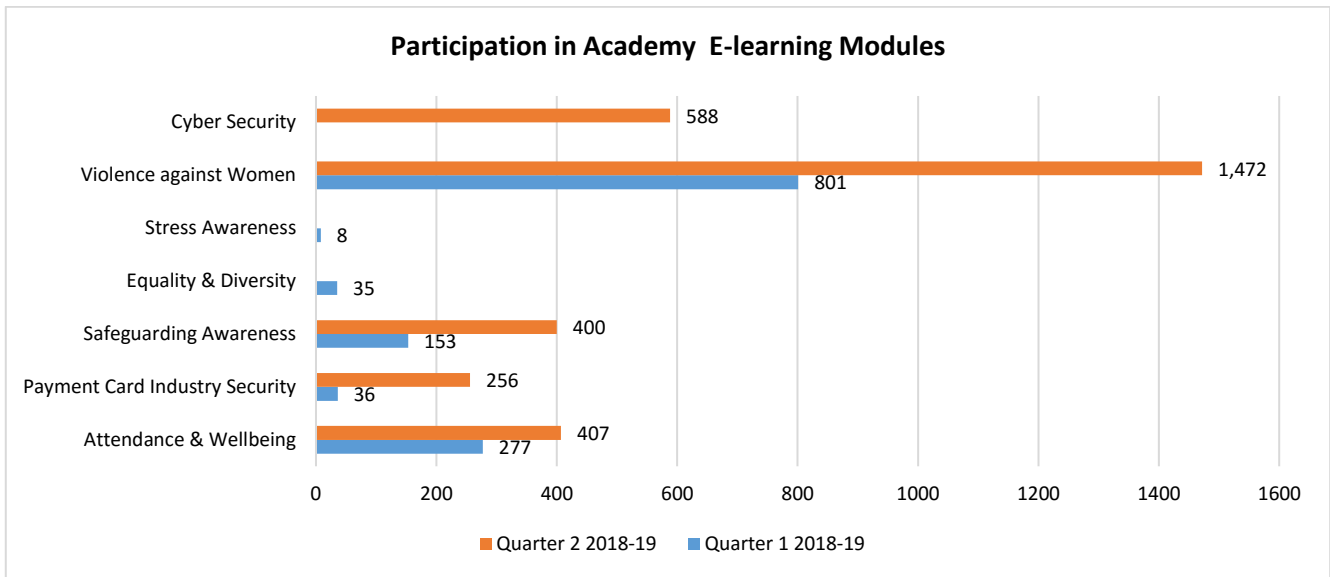


# Section 1 – Organisational Health Overview

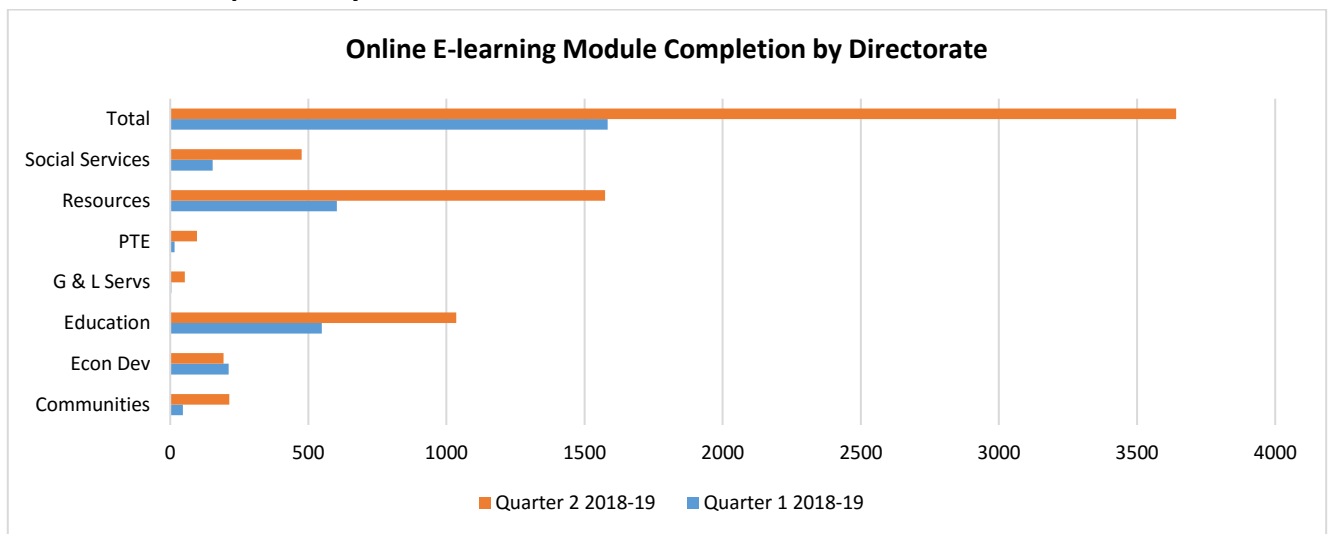


## Learning & Growth

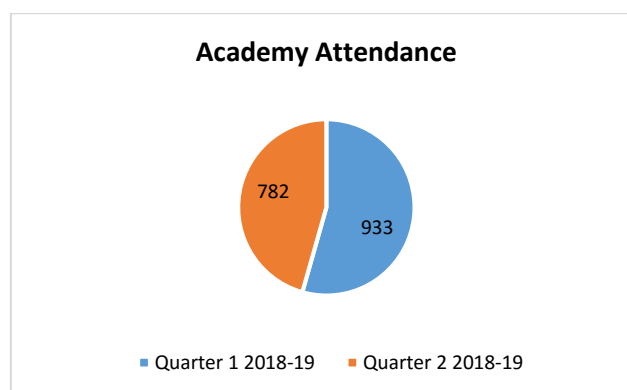
### Completion by Module



### Online module completion by Directorate



### Academy Attendance



## Section 2 – Delivering Capital Ambition Quarter 2 Report



### Key information

#### Corporate Plan Steps Assessment Criteria

Directorates are asked to self-assess the RAG rating for each of the Corporate Plan steps for which they are the lead directorate using the following criteria:

##### **Red**

A Step should be ragged as **Red** when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate, e.g. SMT, enabling services etc. At the time of writing it is unlikely that the step will be delivered within the agreed time frame or at all.

##### **Amber**

A Step should be ragged as **Amber** when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the step will still be delivered within the agreed time frame.




##### **Green**

A Step should be ragged as **Green** when there are no issues with progress / performance, and at the time of writing the step will be delivered within the agreed time frame.

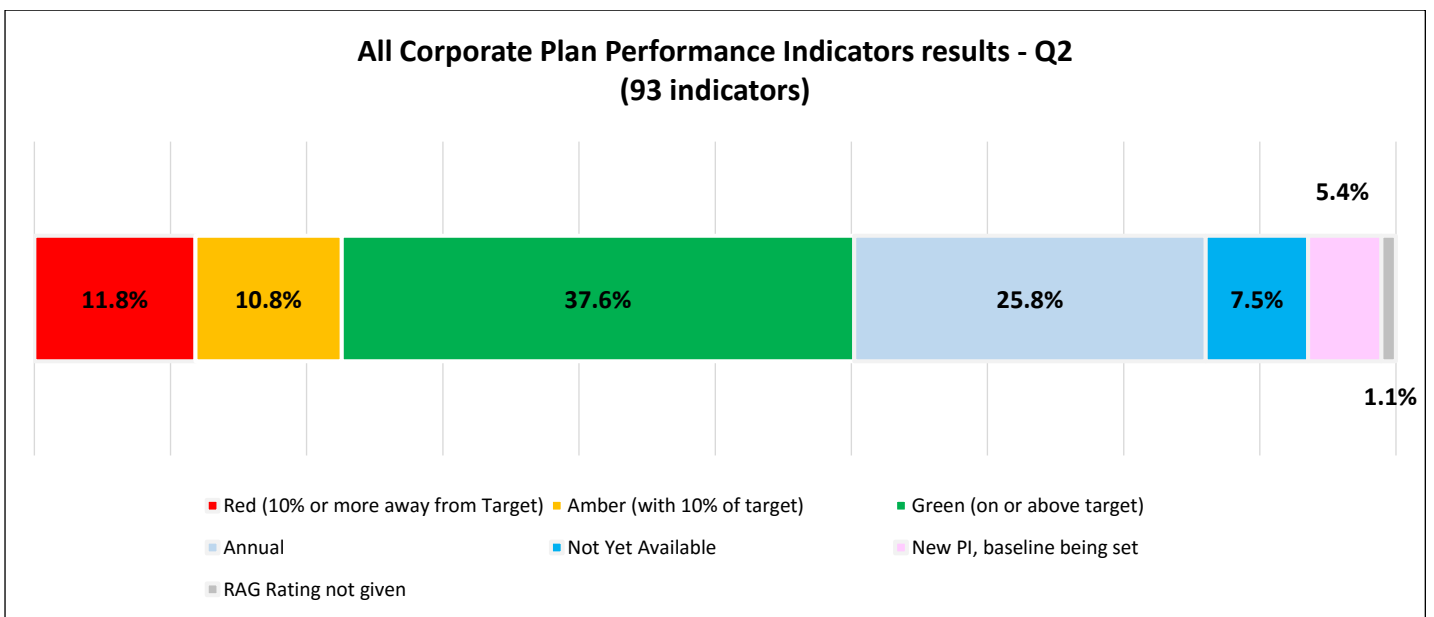
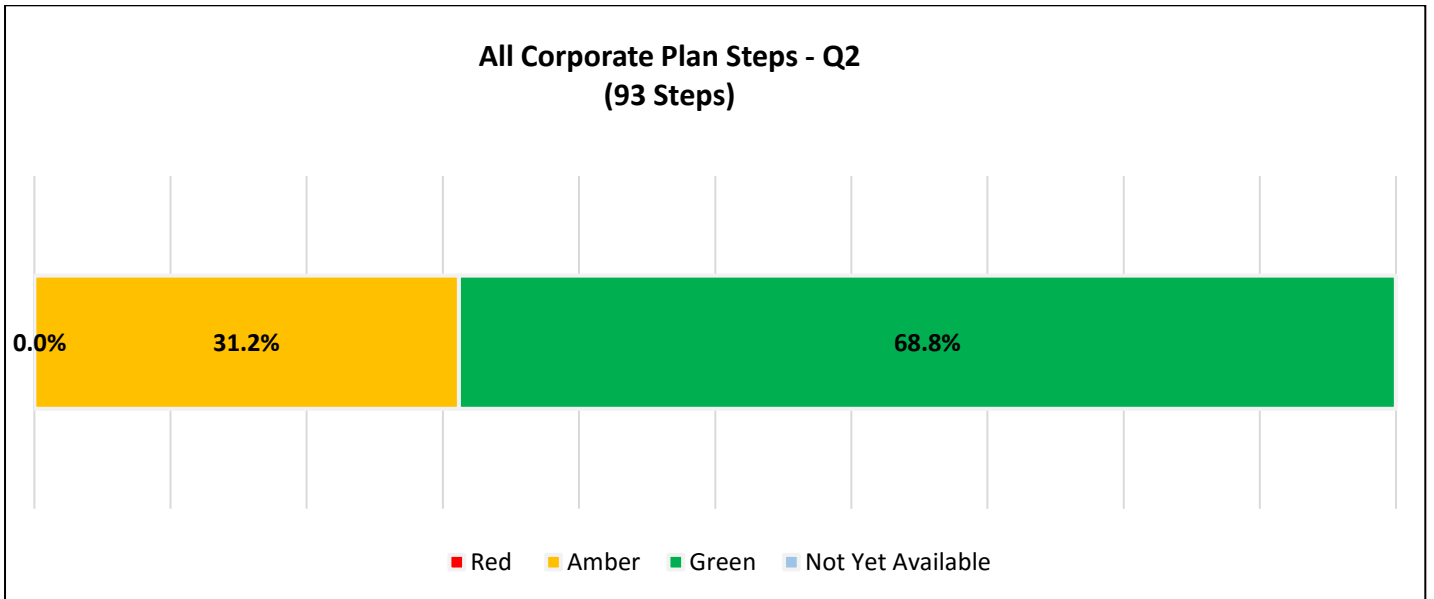
#### Corporate Plan Performance Indicators Assessment Criteria

Directorates provide Performance Indicator results against target. The Performance Indicator RAG rating is then calculated using a set formula as follows:

Key:

-  Red - indicator result is 10% or more away from target
-  Amber - indicator result is within 10% of target
-  Green - indicator result is on or above target

Summary of Performance – Quarter 2



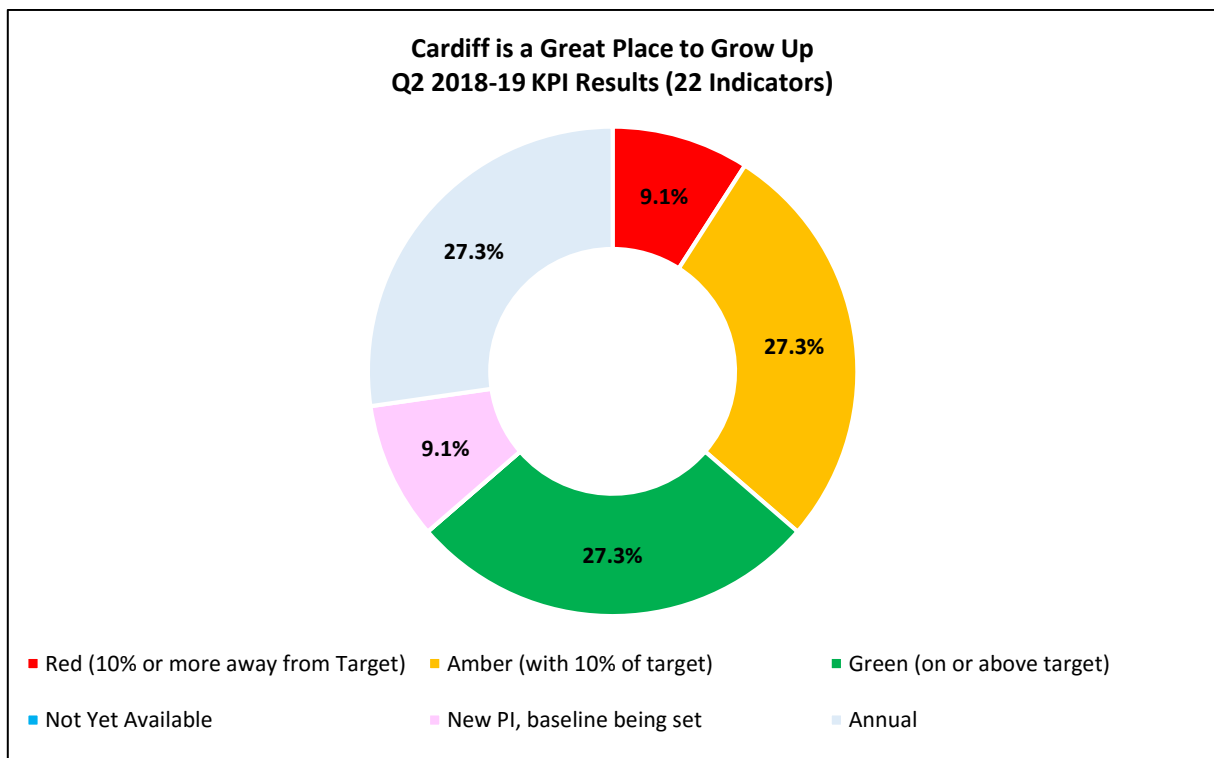
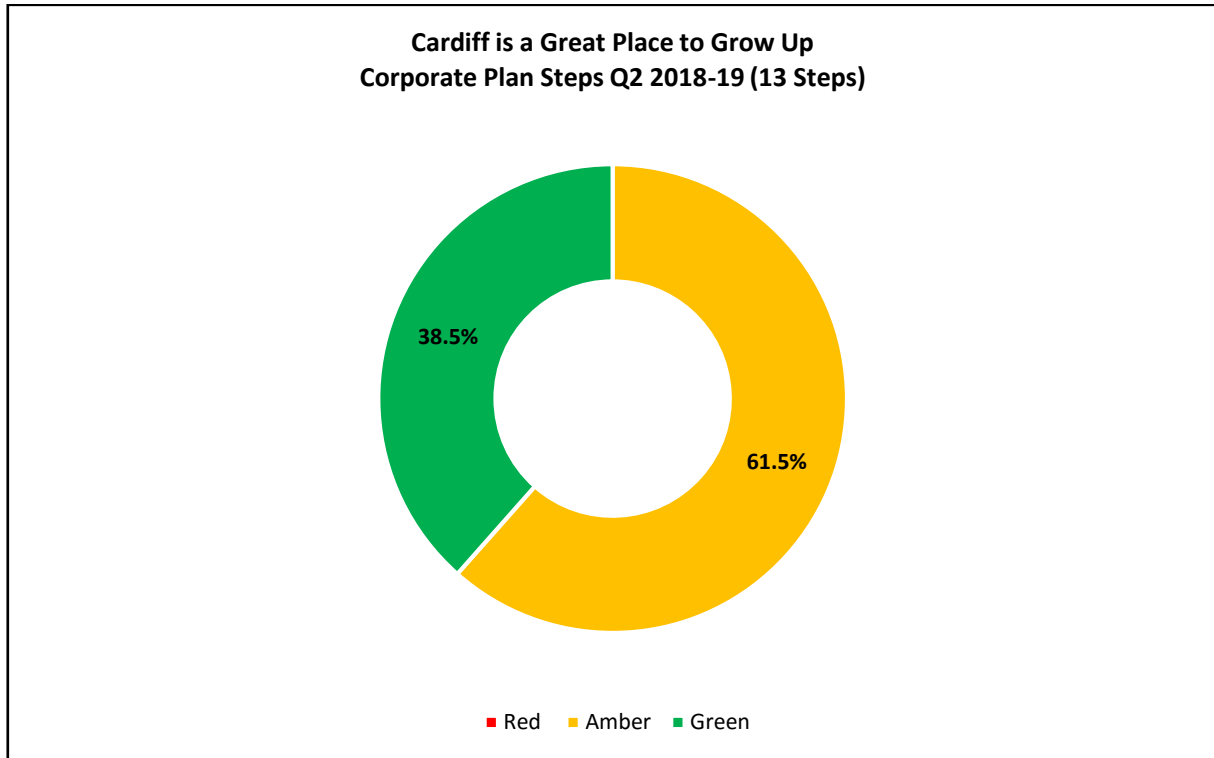


## Well-being Objective: 1.1

### Cardiff is a great place to grow up - Summary



- **Becoming a Child Friendly City**
- **Every School in Cardiff is a great School**
- **Supporting Vulnerable Children and Families**



## Well-being Objective: 1.1

### Cardiff is a great place to grow up



- **Becoming a Child Friendly City**
- **Every School in Cardiff is a great School**
- **Supporting Vulnerable Children and Families**

#### Key Financial Issues

1. There are a number of projected budget overspends identified in the Month 6 budget monitoring position which relate to services within the scope of this wellbeing objective. These are identified in more detail within the Month 6 budget monitoring report to be received by Cabinet in November, however at a summary level they are:

#### **Education - Out of County Placements & EOTAS (Educated other than at School)**

2. The Out of County Placements and EOTAS budget within the Education Directorate is projected to overspend by £841,000 in 2018/19. This is broadly in line with the 2017/18 outturn position and reflects a combination of previously unachieved budget savings proposals in this area as well as continued growth in demand for pupils accessing alternative provision.

#### **Childrens Services – External Placements**

3. The overall Children’s Services budget is currently projecting an overspend of £4.206 million for 2018/19 at Month 6. Within this position are a number of competing overspends and underspends against budgets, however, the most significant factor is a £4.509 million projected overspend in respect of external placements for Looked After Children, and this is after taking into account an assumed drawdown of £950,000 contingency budget set aside for this purpose.

#### Corporate Plan steps and KPIs Updates

4. **Building a Child Friendly City (Green)**  
Good progress is being made to promote and fulfil Children’s rights through the Child Friendly City programme, in partnership with UNICEF UK. An action plan has been developed with key partners, progress against which is monitored by the Child Friendly City Strategic Leadership Group.
5. **Raising standards & School Performance and Development of ‘Successful Futures’ curriculum (Amber)**  
The provisional results for Cardiff for the academic year 2017/18 show a broadly positive picture. Results at the end of primary school are improved on last year, and are consistent with the strengthening pattern of provision as reflected in Estyn inspections and categorisation during the previous school year.
6. In secondary schools, results in the main indicators show improvement on 2016/17. Action taken to address past underperformance in the lowest attaining schools is having clear impact, and would indicate that the basis of the further improvement expected is now in place.
7. However, there are some continuing areas of concern, including:
  - Educational attainment for more vulnerable children including looked after children and learners completing statutory education outside mainstream provision (EOTAS)
  - The attainment gap is still much too wide between eFSM/FSM

## Well-being Objective: 1.1

### Cardiff is a great place to grow up



- Securing high quality leadership in certain types of schools
  - Securing high quality governance
8. **Improving the educational attainment of pupils eligible for FSM (Amber)**  
In primary schools at Key Stage 2, provisional results indicate a further closing of the gap in performance between pupils eligible for free school meals (eFSM) and those not eligible for free school meals (nFSM) to 9.6ppts in the Core Subject Indicator (CSI). This is an improvement of 3.4ppts compared to 2016-17.
9. However, improvement in this area needs to be accelerated, particularly in the secondary sector. This is similar at both a regional and national level. At Key Stage 4, provisional results indicate a widening of the gap in performance between eFSM and nFSM pupils in the Level 2+ threshold. The gap in attainment is 34.2ppts, which is 1.5ppts larger than the previous year. The gap across Central South Consortium is 35.9ppts.
10. **Strengthen provision for learners educated outside of mainstream settings (Amber)**  
The results of pupils Educated Other Than at School (EOTAS) are in the process of being collated. However, early indications are that the relative performance of this group of learners was poor.
11. Outcomes for pupils completing statutory education outside mainstream provision, on the EOTAS roll, are too low and indicate a continuing area of concern in Cardiff's provision. Too many pupils are moving between schools or out of mainstream schools entirely, in their secondary years. The Local Authority, Consortium and wider education partners are working together to comprehensively analyse and review the provision and outcomes for these learners, and findings will inform a refreshed plan for change. This will happen in the context of additional guidance due from Welsh Government on pupils educated other than at school.
12. **Reshape and enhance specialist provision and services for pupils with ALN (Amber)**  
Good progress is being made to expand specialist places in the run up to Band B, with 56 new places available from September 2018. Further action is underway to address the shortfall in Autism Spectrum Conditions (ASC) secondary places, and to further increase SRB (Specialist Resource Base) places, especially for pupils with emotional health & well-being needs.
13. The Local Authority is continuing to prepare for the Additional Learning Needs and Education Tribunal (Wales) Act 2018 (ALNET), which includes a series of projects to increase capacity of both schools and central teams.
14. **Complete the remaining schemes within 21<sup>st</sup> Century Schools Band A investment (Green)**  
The £164m programme of Band A investment has seen 3 new schools opened since June:
- Howardian Primary School completed 29th June 2018
  - Ysgol Glan Morfa completed 9th July 2018
  - Ninian Park Primary School completed 28th August 2018
15. The three remaining schemes are on track for completion as follows:
- Hamadryad Primary School by 20<sup>th</sup> November 2018
  - New Cardiff West Community High School by Spring 2019
  - Gabalfa Primary School / Ysgol Glan Ceubal opening 11th September 2018

## Well-being Objective: 1.1

### Cardiff is a great place to grow up



#### 16. Deliver 21<sup>st</sup> Century Schools Band B programme of School Investment (Amber)

The proposed schemes under the £284m Band B investment programme were presented to Cabinet in December 2017, followed in July 2018 by a report on operational arrangements for programme delivery. Consultation processes for five of the schemes will commence between Autumn 2018 and January 2019, including Fitzalan High School, Doyle Avenue, St. Mary the Virgin Primary School and Willows High School.

#### Key Performance Indicators – School Places

Performance Indicator	Result	Annual Target
	Annual (Provisional)	
The percentage of children securing one of their first three choices of School Placement – Primary	95%	95%
The percentage of children securing one of their first three choices of school placement – Secondary	82%	82%

#### 17. Addressing the maintenance backlog in Schools (Green)

Phase 1 Property Condition Surveys of 34 schools have been completed. Phase 2 is underway with on-site, completion of all schools, anticipated by December 2018. Prioritised investment plan is now being developed with the Education Service.

18. There has been a significant amount of work undertaken to strengthen the governance around the School Asset Renewal Programme, and the SOP Asset Commissioning Group oversees the prioritisation of all asset and capital works funded from the Directorate's capital budget. The commissioning of works is against an agreed programme, and all schemes to be funded are considered and agreed by this group. The budget totals approximately £40m over the next five years.

19. The remaining property condition surveys for schools will be complete by April 2019, and will give an overall picture of the condition and suitability of the schools' estate. These will then be used to programme the Asset Renewal and Suitability programmes over the coming years. Ensuring that all Council departments have the capacity to deliver the programme remains a challenge.

20. The introduction of Health and Safety officers in schools from September 2018 will further enhance the information available on school property, and ensure the ongoing compliance and safety of sites.

#### 21. Support young people into Education, Employment or Training by delivering the Cardiff Commitment (Green)

Strong progress continues to be made in delivering the Cardiff Commitment:

- Over 200 businesses have engaged to date and 120 have made specific pledges to support schools and young people
- 'Open Your Eyes weeks' in the both the Cardiff West and Fitzalan school clusters this summer have enabled pupils to hear from a wide range of businesses with the aim of igniting and inspiring interest in a wide range of occupations

## Well-being Objective: 1.1

### Cardiff is a great place to grow up



22. The Economic Development team continue to work with those businesses to find out what opportunities they are able to support such as work experience, careers events, mock interviews etc. The team match those opportunities with requests for support from schools.
23. During Quarter 2 a number of businesses have helped support the following:
- Requests for work experience
  - Requests for careers talks in Primary and Secondary schools in November 2018
  - Exhibiting at careers events to provide advice and guidance on career opportunities
  - A 'Transforming Spaces' project where we worked with a construction company to upskill 6 young parents with basic construction skills and build Cardiff's first 'Pink Beach Club'
  - Creating work experience and apprenticeship programmes
  - Assisting Third Sector organisations with workshop opportunities for those young people looking for work
24. However, challenges continue to be faced in securing opportunities for the most vulnerable and disengaged young people. Work will continue to support employers, schools and training providers to offer entry level opportunities for these groups, in partnership with the Council's Into Work services.
25. The progression of pupils' following the academic year ending August 2018 will be reported in Quarter 3 (i.e. 2018 NEETS figures).
26. **Ensuring the best outcomes for children and young people for whom the Council becomes responsible (Amber)**  
Due to the over spend on Children's Services budget this objective has been ragged Amber.
27. The Corporate Parenting Advisory Committee (CPAC) responsible for delivering the Corporate Parenting Strategy work programme has continued to progress its work throughout Quarter 2:
- An additional meeting was held in September for Officers to present their response to the '**Bright Spots**' Survey and Action Plan. **Bright Spots Your Life, Your Care:** surveyed the views of Looked After Children (LAC) and young people aged 4-18 years in Cardiff, during April 2018. 255 Looked After Children and young people completed the survey out of a possible 581; a response rate of 44%. A number of 'Bright Spots' of practice have been identified. For the full report see [Your Life, Your Care Survey](#)
  - All recommendations including an action plan have been accepted by Members. Please see '[Response to the Bright Spots' Survey, September 2018](#)'
  - Adult's and Children's Services pilot using the Signs of Safety format that sits alongside the Transition Review Interface Group (TRIG) in the transition referral process is working well and positive comments have been received from Looked After Children 14+
  - The CPAC Annual Report 2017 / 18 has been drafted and will be presented to the next CPAC meeting in October 2018 and at Full Council in November 2018
28. Substantial work is underway to create more **placement provision** in Cardiff including:
- A fostering project which aims to reduce the need for Independent Fostering Agencies (IFA's) and residential placements

## Well-being Objective: 1.1

### Cardiff is a great place to grow up



- The development of a commissioning strategy which plans the quantity and type of provision needed
- Joint working to secure the right properties, care and support

29. Following a presentation to Cabinet in Quarter 1, **The Fostering Service Review** is focusing on the following aspects:
- Operating model for fostering in Cardiff
  - Recruitment for foster carers including marketing and assessment processes
  - An improved “offer” for foster carers including training and support
30. The Fostering Service Review is developing an effective business model that will enable the in-house fostering service to grow and take the lead position in the provision of fostering services in Cardiff.
31. The **Out of County Placements Report** that followed a Task and Finish Inquiry undertaken by Members of the Children & Young People Committee in May this year was presented to a CPAC meeting on the 17<sup>th</sup> July 2018 and to Cabinet on the 5<sup>th</sup> July. The response to the report is scheduled for Cabinet on the 11<sup>th</sup> November.

Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of children in regulated placements who are placed in the Cardiff area	59.6%	57.6%	63%
<p><i>Please note that the PI counts only children placed within the Local Authority boundaries and excludes children placed in neighbouring authorities close to their home area and attending Cardiff schools.</i></p> <p>381 children out of 662 placed in regulated placements (in the Cardiff area). Of these 27 of the children not placed in Cardiff are placed with a relative carer, 120 are placed in neighbouring authorities and 134 are placed further afield for reasons of safeguarding, needing a specialist placement or availability of placements. Planning always takes account of placement location for children. Some children need a specialist placement that is not available in the city or need to live away from families, communities or individuals that could present risks for them.</p>			

32. **Embedding the Disability Futures Programme (Green)**
- The Officer’s Decision Report in relation to **Integrated Respite for Children** was agreed at Cabinet 12<sup>th</sup> July 2018 regarding the Cardiff Short Breaks Service at Ty Storrie. The service will sit within the Specialist Service portfolio of Children’s Services and as a result will benefit from greater alignment with other regulated services. Links to the multi-agency Disability Futures programme will support development within the wider partnership context.
- *Integrating Disability Services Pilot (IDSP) - Formerly known as Complex Needs Service*  
A draft joint policy has been agreed between Cardiff Council and the University Health Board (UHB) for Children with Continuing Care needs, the first step towards developing and establishing a joint Continuing Care model for Children.
  - *Regional Joint Commissioning*  
The Legal implications have been assessed and budget allocation secured and Officers Decision Reports (ODR) completed for the following services to be commissioned on a regional basis:

## Well-being Objective: 1.1

### Cardiff is a great place to grow up



- **Supporting Parents with a Learning Difficulty - 'Ymbarel'** (based in the Vale) A regional service across Cardiff and Vale of Glamorgan Council's delivered by Action for Children providing intensive interventions to parents who have additional learning needs and where there is risk of significant harm to their children.
- **ICF Cardiff and Vale Parenting (ADHD)** (based in Cardiff) - Provides family support by supporting parents, carers and families in the community and in diverse cultural circumstances. Guidance and advice is aimed at supporting vulnerable children and their families. It also offers parenting programmes, training programmes and workshops, family learning activities, community based development support and family mediation services
- **Summer play scheme(s) pilot – (Cardiff only)** - Officers Decision Reports (ODR) completed and agreed for pilots to run, however, schemes for summer are delayed and awaiting a decision on the ODR. Pilot play schemes will commence at both Ty Gwyn and Riverbank schools for October half term 2018 and February half term 2019

#### ➤ *Transition*

The establishment of both the Regional Transition Review Interface Group (TRIG) and the Cardiff and Vale of Glamorgan Regional Transition Steering Group, together with the re-launching of both groups Terms of Reference in Quarter 2, is improving regional collaboration and partnership working between Social Services, Education and Health in preparation for the implementation of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill in September 2019.

#### ➤ *Regional Learning Disability Services*

The draft Regional Learning Disabilities Commissioning Strategy (including Day Services) has been completed with partners. Further work is required to ensure the strategy clearly reflects priorities for Cardiff and the Vale. There are two Integrated Care Fund (ICF) capital projects, with match funding across Cardiff and the Vale of Glamorgan Council's, which deliver services across the region namely Ty Gwyn Hwb (Cardiff) and Ysgol Y Deri (Vale of Glamorgan). The purpose of the **Ty Gwyn Hwb** project in Cardiff is to redesign and increase the capacity of the existing Trelai Youth Centre building on the Western Learning Campus.

#### 33. **Enhance Early Help (Amber)**

Detailed work is underway to understand best practice and the effectiveness of early intervention and prevention of the current services Cardiff offers and to redesign an integrated early help service.

34. A stakeholder workshop involving a wide range of partners was held on the 24<sup>th</sup> September. The Institute of Public Care (IPC) are also contracted to provide consultative support and analysis of data for the development of the new approaches.

35. A new gateway model for supporting vulnerable children and families has been developed that supports the aims of the Early Help Strategy.

36. The staff restructure relating to the Parenting and Youth Support Services has been completed and the new arrangements are being mobilised.

## Well-being Objective: 1.1

### Cardiff is a great place to grow up



37. Parenting support aligned to the arrangements for Flying Start delivery has continued during this time with some delays being experienced in the provision of distinct Families First programmes.
38. Elements of Youth Mentoring have continued: Recruitment to the new Curriculum4Life element is underway: Youth Service managers are working with Communities and Housing to develop Post-16 delivery and are linking this to the City Centre Youth Project and the redesign of Grassroots.
39. The Disability Focus services were originally expected to be delivered until end March 2019 but new proposals for a disability focus service are currently being brought forward in collaboration with the Disability Futures Programme.
40. Support4Families continues to be delivered in the interim through the joint arrangement between TGP Cymru and Children's Services. The service has received a high number of referrals for families who are either being diverted from MASH or stepped down from targeted services. These families have complex needs and the interventions provided by Support4Families have been crucial for managing the risks at as low a level as possible.
41. As part of the recommissioning of Families First, funding has been closely aligned with Flying Start funding to extend the provision of parenting across the city and address the gaps that existed in early years parenting outside of the Flying Start catchments. Families First funding has also been aligned with Supporting People funding to support a more cohesive service offer in respect of Domestic Violence services. Over the next year, further alignment of Families First funding with Supporting People funding and core funding will be used to develop a one stop shop for young people.
42. **Review of Multi – Agency Safeguarding Hub (MASH) effectiveness (Amber)**  
An initial piece of work undertaken by the service has helped to re-scope the objective and inform a wider whole system approach for Early Help and Support to Families plus due to the over spend on Children's Services budget this objective has been ragged Amber.
43. A review of the Multi-Agency Safeguarding Hub (MASH) has been finalised and shared with multi-agency partners at the MASH Management Board, this included the Public Safety Board. Considerable efforts have been made during Quarter 2 towards raising the awareness of partner agencies to the Social Services Wellbeing Act (2014) and the Eligibility Criteria for services in order that referrals made to Children's Services can become better focussed.
44. The number of families accessing support outside statutory services has increased and as a result and in recognition of the value gained by the work, staffing resources in the Support4Families' team have been increased.



## Well-being Objective: 1.1

### Cardiff is a great place to grow up



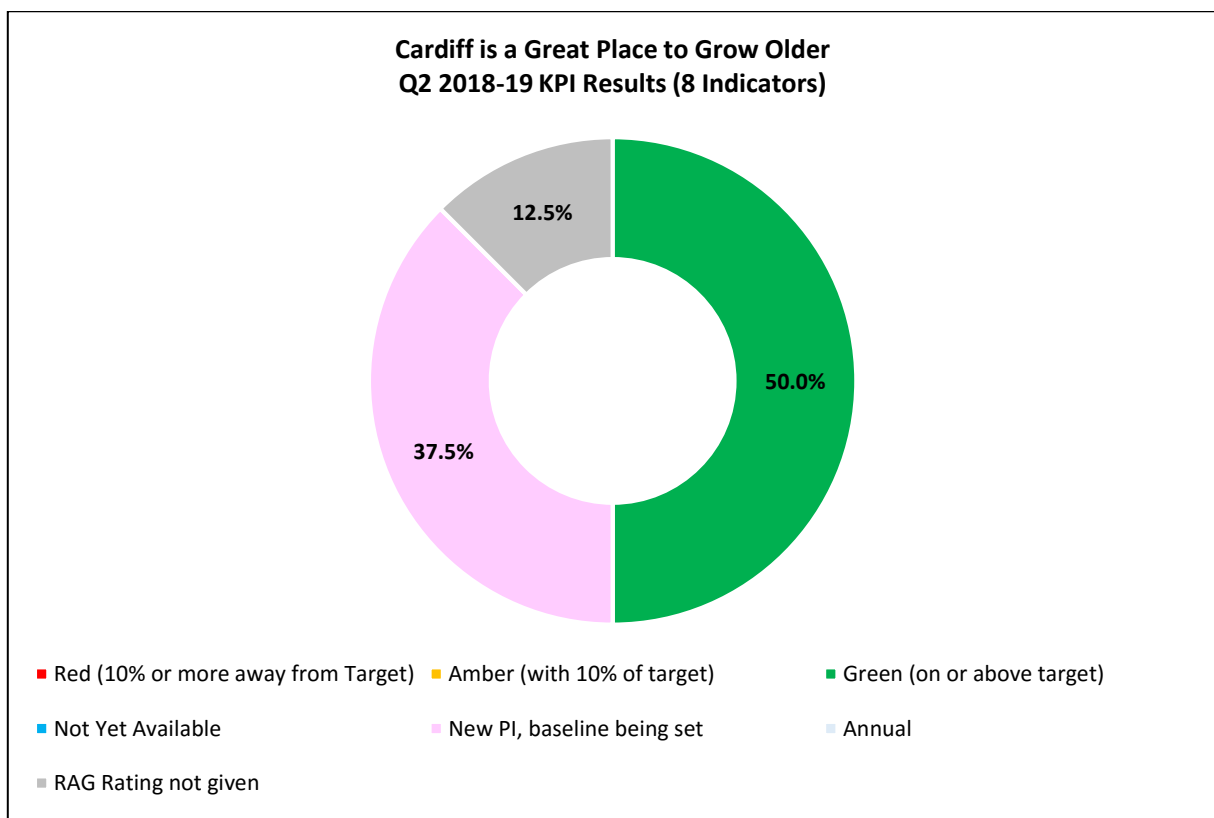
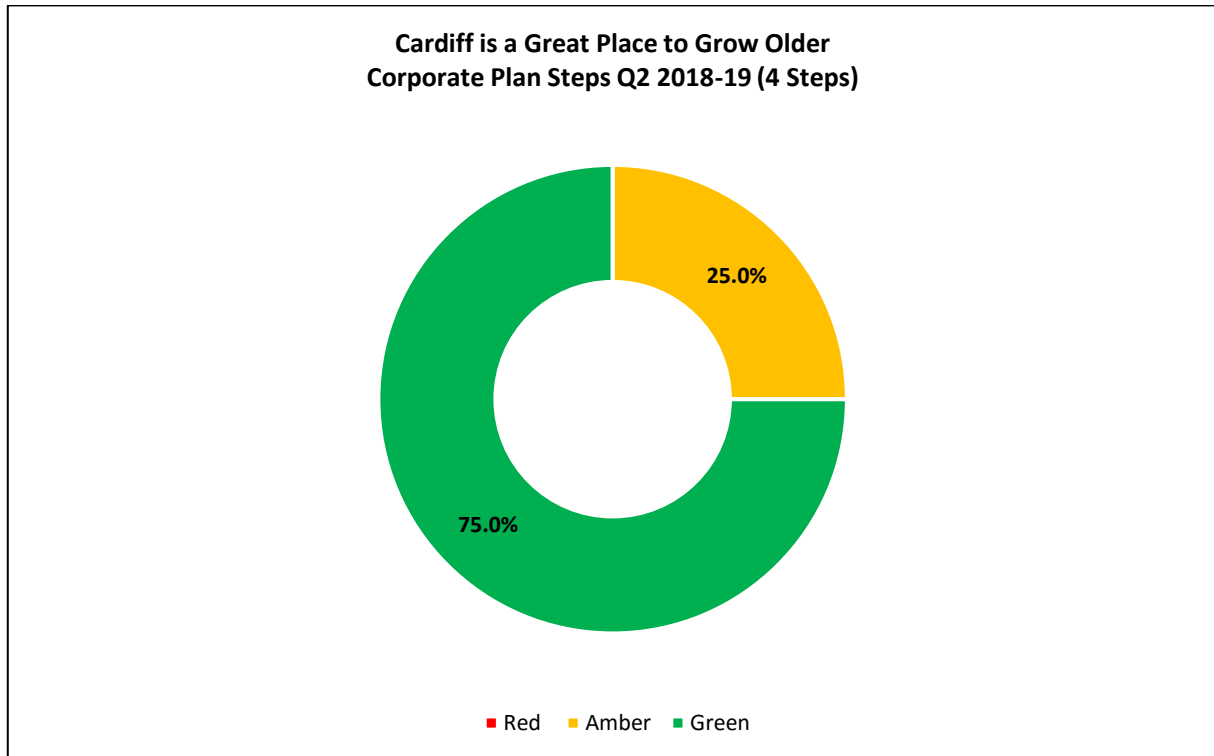
Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of referrals to the MASH that meet the intervention threshold. (New Indicator, Baseline being set)	21.86%	19.89%	Baseline not set
19.89% (1000 / 5028) of contacts to MASH met the intervention threshold and are progressing to Safeguarding or Wellbeing assessments. 3.36% (169 / 5028) of contacts to MASH were diverted to Support 4 Families to receive advice + assistance. 8.29% (417 / 5028) of contacts to MASH were signposted to early intervention services. 68.46% (3442 / 5028) of contacts to MASH, many from professionals, provided information only and did not progress to assessment.			

## Well-being Objective: 1.2

### Cardiff is a great place to grow older - Summary



- **Joining up Social Care, Health and Housing**
- **Age Friendly and Dementia Friendly City**



## Well-being Objective: 1.2

### Cardiff is a great place to grow older



- **Joining up Social Care, Health and Housing**
- **Age Friendly and Dementia Friendly City**

#### Key Financial Issues

45. Both the Adults Services and Communities and Housing directorates are reporting overall projected underspend positions at Month 6, £976,000 and £530,000 respectively. However, within these overall positions are a number of budget variances in relation to services within the scope of this Wellbeing Objective, this includes:

#### **Adult Services – Commissioning Budgets**

46. Overall commissioning budgets within the service are currently projecting an overspend of £438,000 at month 6. Within that position is a projected overspend of £1.252 million in services for Older People. This position includes significant shortfalls against savings targets particularly in relation to Domiciliary Care and is partially offset in other areas.

#### **Adult Services – Internal Services**

47. The Internal Services division of Adult Services is currently projecting an underspend of £1.414 million. This largely relates to savings in Assessment and Care Management (£732,000) and Day Care and Re-ablement Services (£441,000). These savings largely reflect staff vacancies and the use of grant funding including the Integrated Care Fund.

#### **Communities & Housing – Preventative Services**

48. There is a projected saving against the Preventative Services division within Communities & Housing of £178,000 at Month 6. This is largely due to in-year vacancy savings and additional Capital allocations resulting in savings against the Joint Equipment service revenue budget.

#### Corporate Plan steps and KPIs Updates

49. **Empower people to remain independent at home and reduce reliance on intensive interventions (Green)**

Working in partnership with Health, the First Point of Contact (FPoC) are on target for the first falls clinics to begin in October. The majority of mapping for FPoC (hospitals) is complete. The current 'As Is' has been mapped and quick wins have been identified. The 'To Be' process is being developed and will be piloted December to March 2019, during which active cases will be used to deliver the definitive services.

50. Independent Living Services are working with Wellbeing services who will be located in the community; therefore this will ensure a reciprocal referrals mechanism to make best use of resource that will be complementary, reducing duplication of effort.

➤ **Direct Payments (DP)**

There are 845 Children and Adults on the Direct Payment scheme year to date, compared to 802 in Quarter 1. During Quarter 2, 26 adults started Direct Payments and 26 ceased (of which, the main reasons were deceased and care home admission); 13 Children and 36 Adults were working towards the scheme in Quarter 2.

## Well-being Objective: 1.2

### Cardiff is a great place to grow older



51. The launch of a Direct Payments campaign across Cardiff, in partnership with relevant stakeholders has been slightly delayed due to staffing issues during Quarter 2. A Direct Payments Finance Officer was appointed on the 24<sup>th</sup> August to assist the Direct Payments Manager and it is anticipated this appointment will have a positive impact on moving forward the campaign launch.
52. Working in partnership with DEWIS CIL a number of Peer Support Groups have been established including one in Rumney that is currently designing a DP scheme work plan for the year and a specialist one in Butetown that is considering Black, Asian and Minority Ethnic (BAME) issues.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The percentage of new cases dealt with directly at First Point of Contact (FPoC) with no onward referral to Adult Services	74.96%	74.98%	72%
Actual Quarter 2 result is 75.24% (of the 828 cases dealt with, 623 were dealt with directly at FPOC).			
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.	100%	100%	95%
Actual Q2 result is 99.27% 136 out of 137 respondents. Year To Date result is 100% due to rounding.			
The average number of calendar days taken to deliver a disabled facilities grant (see chart below)	187	183	190
Actual Quarter 2 result is 177			

Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of Telecare calls resulting in an ambulance being called out	5.25%	5.74%	10%
<i>Please note that the KPI for percentage of Telecare calls resulting in an ambulance being called, which is shown below, is not given a RAG rating as this KPI is largely beyond the control of officers to influence and should not impact in any way on the judgement of officers with regard to whether an ambulance is required. Therefore this KPI is recorded and used as a monitoring tool but should not be used directly as a means for assessing performance.</i>			

53. **Deliver the Older Person's strategy to support Independent Living (Amber)**  
 The Housing LIN (Learning & Improvement Network) research on older persons housing has been completed, this includes consultation with older people about their housing aspirations. The first meeting of the Housing with Care board took place and considered the results of the report. The findings will form part of the older persons housing strategy. An additional resource was recruited at the end of the quarter, so progress with the strategy is expected, which is slightly delayed at this point in time.
54. **Consolidate Dementia Friendly City Status (Green)**  
 Grand Avenue Day Centre is providing a specialist integrated day care dementia service with the University Health Board (UHB) from the 15<sup>th</sup> of October 2018. In partnership with Welsh Ambulance Service Trust (WAST) transport is being provided for the day hospital service users to Grand Avenue each day.

## Well-being Objective: 1.2

### Cardiff is a great place to grow older



55. **Address social isolation and enhance quality of life for older people (Green)**

The roll out of intergenerational working continues with a walking football event, held on the on 26th Sept, in partnership with Grangetown schools. This was well received and other opportunities are currently being explored.

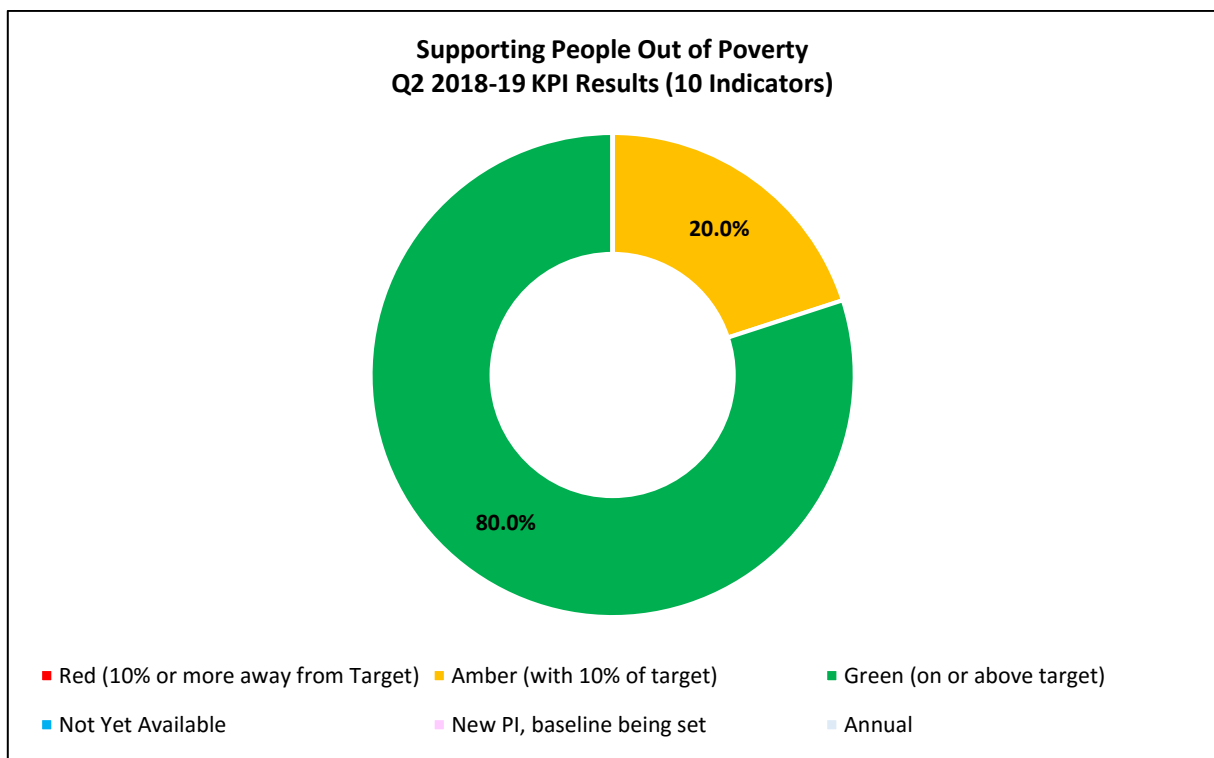
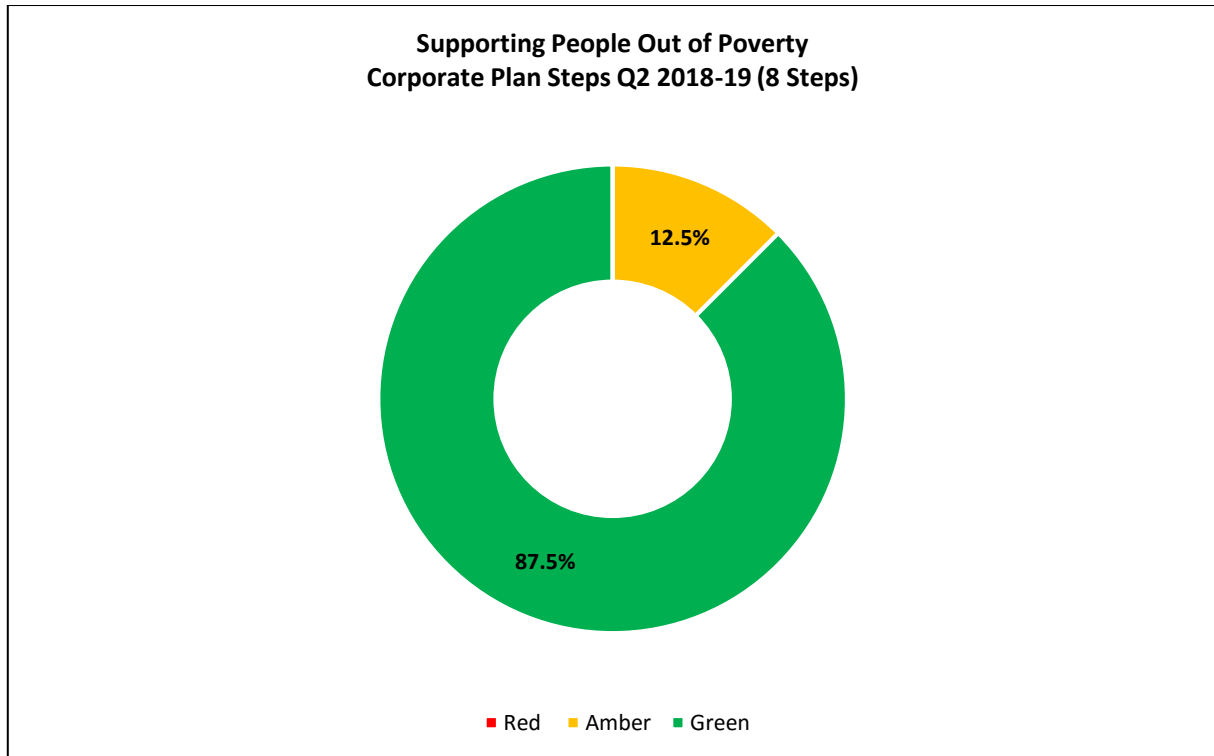
Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of people who feel reconnected into their community through intervention from day opportunities	88%	91%	70%

## Well-being Objective: 1.3

### Supporting people out of poverty - Summary



- **Socially Responsible Employers**
- **Tackling Poverty**
- **Tackling Homelessness and Rough Sleeping**



## Well-being Objective: 1.3

### Supporting people out of poverty



- **Socially Responsible Employers**
- **Tackling Poverty**
- **Tackling Homelessness and Rough Sleeping**

#### Key Financial Issues

##### Communities & Housing – Employability Services

56. The only notable budget variance identified in relation to services within the scope of this Wellbeing Objective at Month 6 is a projected £70,000 underspend against Employability Services as a result of savings against employee budgets and additional income.

#### Corporate Plan steps and KPIs Updates

57. **Act as a Living Wage Advocate (Green)**

There are now 75 accredited Living Wage employers in Cardiff and work continues on publicising the Council's Living Wage accreditation support scheme. Work is progressing to meet Cardiff Council's ambition for Cardiff to be recognised as a Living Wage City. Planning with the Living Wage Foundation is ongoing for Living Wage week which takes place in November.

58. **Better Support People into Work by integrating employment support services (Green)**

The Pop up Business School came to the centre of Cardiff for two weeks, nearly 100 people attended and 62 new start-up businesses were created. The event was a big success and our Cardiff Living Development Partner is planning to subsidise the whole event in the future working alongside Into Work Services to promote the event.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The number of people receiving into work advice through the gateway	10,331	21,726	43,000
Quarter 2 result is 11,395			
The number of clients that have been supported into employment having received tailored support through the gateway	252	449	623
Quarter 2 result is 197			
The number of employers that have been assisted by the Council's employment support service	87	174	80
Quarter 2 result is 87			

59. **Ensure support is available to mitigate potentially negative consequences associated with the Universal Credit rollout (Green)**

There are additional PCs in Hubs across the city to support people claiming Universal Credit. In addition to this, advisors are now based in Job Centre Plus. Adult Community Learning teams have also received training on Universal Credit and carry out longer courses for those who need extra support. Training is ongoing for the Landlord liaison team.

## Well-being Objective: 1.3

### Supporting people out of poverty



60. Sign Video is now available in all 12 hubs and is also available on the 'contact us' section of the website enabling instant BSL translation. We are working with the Deaf Community of Cardiff to advertise and increase current use of Sign Video.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The number of customers supported and assisted with their claims for Universal Credit	416	2,170	1,500
Quarter 2 result is 1,403			
Additional weekly benefit identified to clients for clients of the City Centre Advice Team	£3.7m	£7.4m	£13m
Quarter 2 result is £3,653,616			

61. **Create more paid apprenticeships and trainee opportunities within the Council (Green)**

Corporate funding has been allocated across services for a variety of trainee and apprenticeship opportunities. The number of opportunities for paid apprentices and trainees has increased in Quarter 2 to 123 against a target of 100. There is also work being carried out to increase the number of work based training opportunities through work experience - this was relatively low for Quarter 2 due to the schools being on holiday for a large part.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The number of opportunities created for paid apprenticeships and traineeships within the Council	97	123	100

62. **Launch a Social Responsibility policy (Green)**

The Social Value Delivery Plan Template and Method Statement (these are part of the Tender documents and explain what the Socially Responsible Procurement Policy is) are being piloted on contracts above £1m. These documents ask tenderers to identify what community benefits they would deliver if they win the contract. The Socially Responsible Procurement Toolkit is being developed (this provides an overview of the socially responsible procurement policy and explains how the Council is working the delivery of community benefits into contracts) and also work is progressing with the Vale of Glamorgan Council and Cardiff & Vale UHB to develop a specific Health and Social Care Community Benefits Toolkit. Work is ongoing to develop the Council's inaugural Modern Slavery Statement ensuring that it is linked to Council's Corporate Safeguarding Policy.

63. **Reviewing and Re-aligning Services through Funding Flexibilities (Green)**

As Cardiff has been part of the funding flexibilities pilot it has been able to expedite the review and redevelopment of a range of services, in particular where multiple funding streams are being used to fund services that have a common aim. Work has commenced on mapping aims, objectives, performance indicators, key metrics and outcome measures for each programme, along with delivery mechanism and



## Well-being Objective: 1.3

### Supporting people out of poverty



timelines. Detailed work is taking place as part of the project development and mapping exercise. Work is ongoing to understand the way services are delivered/accessed/work together. Pilot projects have commenced and services have been reviewed and redesigned from the needs of the individual/family, these include Employment (The development of the gateway), Young Persons Support Services (Early Help for families) and Gender Specific/Domestic Abuse (Joint commissioning/one stop shop).

**64. Deliver the Rough Sleeper Strategy to address rough sleeping in the city (Amber)**

Work has commenced to double the size of the Night shelter. The delivery of the Additional pods was delayed slightly due to the new and innovative methods being used, along with ensuring the most cost effective route for delivery. However, work is ongoing and the pods will be introduced in Quarter 3.

**65. The Give DIFFerently is operational, with 20+ grants approved. A further event will take in place in November (to include the launch of the Homeless Charter) and contactless donation points are being installed in offices and Central Hub.**

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The number of rough sleepers assisted into accommodation	55	83	168
The percentage of households threatened with homelessness successfully prevented from becoming homeless	68%	68%	60%
Of the 443 households, 301 were prevented from becoming homeless.			

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The percentage of people who experienced successful outcomes through the homelessness reconnection service	60%	66.67%	70%
Quarter 2 result is 74.07%, 20 people have been successfully reconnected during Quarter 2.			

Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	100%	100%	50%
Five clients are successfully maintaining their tenancies			

**66. Consider emerging guidance on undertaking statutory health impact assessments to inform the development of the Corporate Plan 2019/22 (Green)**

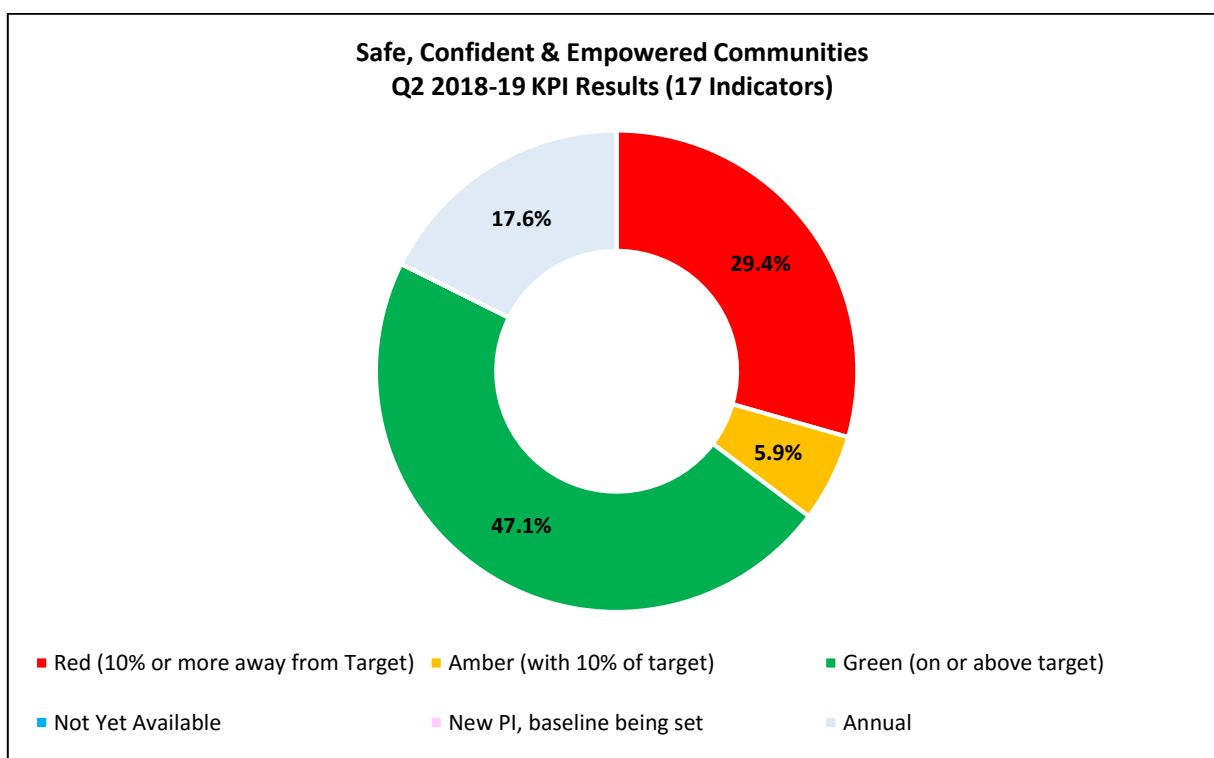
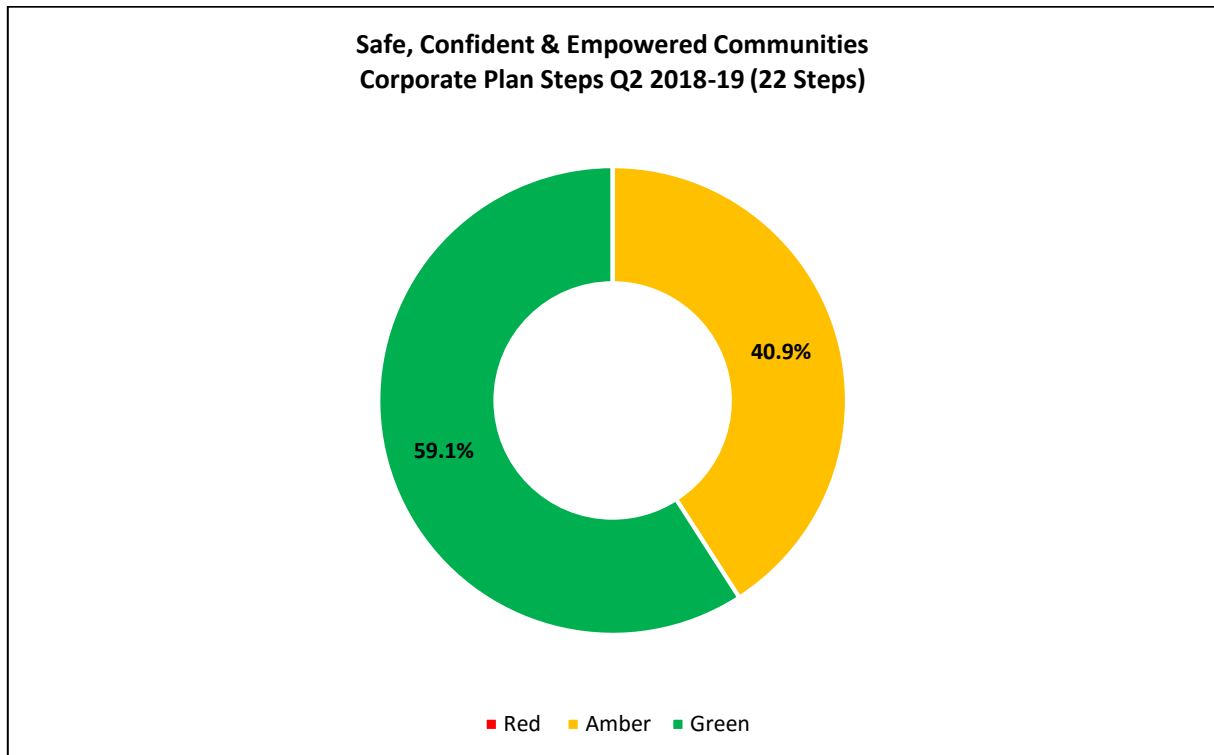
Potential approaches to undertaking a Health Impact Assessments (HIA) will continue to be considered as part of the work to refresh the Corporate Plan 2019-22.

## Well-being Objective: 1.4

### Safe, confident and empowered communities - Summary



- Safeguarding and Supporting Vulnerable People
- Safe and Inclusive Communities
- Regenerating Local Communities and Citizen Centred Services
- Supporting Sports, Leisure, Culture and Green Spaces



## Well-being Objective: 1.4

### Safe, confident and empowered communities



- **Safeguarding and Supporting Vulnerable People**
- **Safe and Inclusive Communities**
- **Regenerating Local Communities and Citizen Centred Services**
- **Supporting Sports, Leisure, Culture and Green Spaces**

#### Key Financial Issues

67. As highlighted in earlier sections of this report there are significant areas of overspends and underspends against budgets across Social Services and Communities & Housing. Some not previously discussed which relate to services within the scope of this Wellbeing objective include:

#### **Childrens Services**

68. Within the wider Childrens Services overspend position of £4.206 million there are projected overspends of £37,000 on leaving care support costs, £104,000 on commissioning budgets and £34,000 in relation to Social work teams reflecting the high levels of agency staff in these areas.
69. Offsetting these are projected underspends of £246,000 in relation to Guardianship Orders, £168,000 in support services, £242,000 in Early Intervention and £27,000 in safeguarding.

#### **Adults Services**

70. The Adults Services underspend position includes and underspend of £596,000 in Mental Health Services and £243,000 for People with a Physical Disability including Alcohol and Drug Services.

#### Corporate Plan steps and KPIs Updates

71. **Ensure Children and Adults are protected from risk of harm and abuse (Amber)**  
Consultation on the first draft of the **Child Sexual Exploitation Strategy** has been put on hold whilst the Regional Safeguarding Board consider the concept of developing a combined Children's and Adults Sexual Exploitation Strategy.
72. Services to support children exhibiting Harmful Sexual Behaviour (HSB) have been agreed and are in place, with children receiving timely and appropriate support interventions to ensure their safeguarding. All HSB cases are overseen by the Think Safe! Team Manager.
73. Visits to other Local Authorities (nationally) to learn from each other and to compare best practice in all areas of child exploitation have taken place. Feedback from these visits has re-assured Senior Management that Cardiff is well positioned across the whole of the UK, in terms of being a forward thinking Local Authority in all matters relating to Child Sexual Exploitation.
74. Training and consultation arrangements on Harmful Sexual Behaviour (HSB) for Children's Services staff are scheduled for Quarter 3. A programme to raise the awareness of exploitation is in place for all Adult Services staff to undertake appropriate training that will improve the recognition of vulnerable adults at risk of sexual and other exploitation.

## Well-being Objective: 1.4

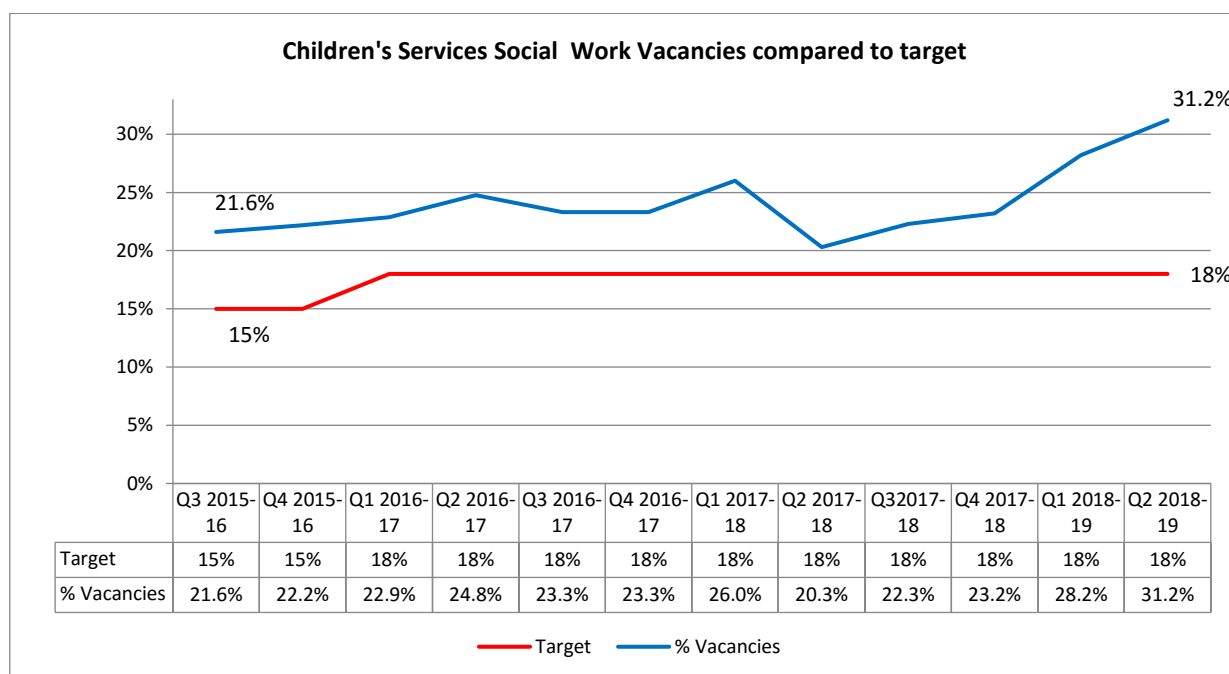
### Safe, confident and empowered communities



- 75. A new process for dealing with concerns around Female Genital Mutilation (FGM) is being led by Health and has been agreed on an operational level by Cardiff Council and other Multi-Agency partners.
- 76. A 'virtual' transitions team has been established to coordinate the transfer of young people into Adult Services where risks of exploitation have been identified.

➤ *Social Worker Vacancies*

19 vacancies were filled during Quarter 2 (ten with new social workers, two through transfers and seven through the promotion of existing social workers), however Social Workers leaving their substantive posts is continuing to impact on the percentage of vacancies. The creation of a further seven new posts has also affected the vacancy figure this quarter. The result in Quarter 1 was 28.2% and has increased to 31.20% in Quarter 2.



- 77. In order to mitigate this a Workforce Project Group has been put in place and the development of a Recruitment and Retention Strategy in progress. A workforce "report card" to track vacancies and agency cover is in development.
- 78. The Council is currently developing a Recruitment and Retention Strategy for Social Services that is expected to be in place by the end of November. In the short term there will be a review and development of a separate website promoting opportunities in Social Services, which will be linked to the Council's recruitment website, mapping of the recruitment processes to ensure they are efficient and effective and strengthen of performance reporting on workforce related issues.
- 79. In the medium term the Council will develop links with schools and strengthen existing links with local universities and review and strengthen staff induction. It is expected that the analysis of retention / turnover data and a skills and gap analysis will inform future workforce planning activity, reviewing staff roles to ensure

## Well-being Objective: 1.4

### Safe, confident and empowered communities



the workforce is able to meet the changing needs of Children's Services in the future whilst successfully recruiting current vacancies.

80. All of the work will be underpinned by robust stakeholder engagement with opportunities for existing staff and potential future staff (e.g. student social workers) to actively influence and shape what the future Children's Services workforce looks like, using staff as ambassadors to encourage and attract both newly qualified and experienced social workers to come to Cardiff
81. **Respond to the Parliamentary review of Health and Social Care in Wales (Green)**  
The Regional Partnership Board has submitted detailed transformation proposals to Welsh Government (WG) to deliver the policy set within 'Healthier Wales', across the region.
82. **Ensure that the Council's Corporate Safeguarding Strategy is Implemented (Green)**  
The safeguarding team receives quarterly figures from Cardiff Council Academy, which it uses to monitor and target both internal members of staff and external organisations where the Safeguarding 'e' module has not been completed to ensure safeguarding awareness is raised across the Council and with its partners.
83. **Continue to develop and support the workforce (Amber)**  
Due to the over spend on Children's Services budget this objective has been ragged Amber.  
The Regional website for Social Care is now updated on a regular basis, ensuring that new information is readily available to all staff.
84. Actions completed in Quarter 2 include:
- Manager forums are held on a regular basis where information regarding qualifications is provided
  - Additionally newsletters are sent with updates on the new qualification suite
  - Emails with Frequently Asked Questions giving relevant advice and guidance are sent
  - Individual sessions with managers are offered with support tailored to their agency
  - Links to the Regional website and Social Care Wales are disseminated regularly
  - A survey was undertaken to establish the concerns of managers around new qualifications. This has been fed back to Social Care Wales (SCW) and Welsh Government (WG). Outcomes from this will be fed back to managers
85. SCW has appointed the WJEC (Welsh Joint Education Committee) & City and Guilds to build and provide the new qualifications for the Social Care workforce.
86. **Continue to implement a sustainable finance and service delivery strategy (Amber)**  
Due to the over spend on Children's Services budget this objective has been ragged Amber.
87. As per Quarter 1 Social Services are continuing to manage demand for both Adult Services and Children's Services through the 'Improving Outcomes for Adults Programme Board' and 'Improving Outcomes for Children's Programme Board' respectively. The 'Improving Outcomes for Adults' Programmes were considered at a Cabinet Progress and Performance session on the 10<sup>th</sup> October.

## Well-being Objective: 1.4

### Safe, confident and empowered communities



88. Actions completed for Quarter 2 to implement a **sustainable finance and service delivery strategy** include:
- Detailed proposals developed to enhance Early Help and support for Children and Families
  - A review of the Community Resource Teams (CRT) has been initiated with the aim of maximising the efficiency and effectiveness of services which will re-able and enable people following a period of illness, which presents a risk to their independence
89. **Empower people with a learning disability to be more independent (Green)**  
A draft Regional Learning Disabilities Commissioning Strategy (including Day Services) has been completed with partners. The draft has been circulated to the Regional Learning Disabilities Commissioning Strategy Group for comments amendments and is under review to ensure it demonstrates clear commissioning intentions.
90. **Help prevent violence against women, domestic abuse and sexual violence (Amber)**  
The Regional Strategy action plan is being monitored by a range of sub-groups. A survey to elicit views of male victims has been prepared; which will feed into the work that will be undertaken to draft a service specification for a male victim service. Other local authorities across South Wales are now showing an interest in being part of the service development and delivery, which is delaying progress slightly. The Female Victims service is proving valuable to all partners.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The percentage of Council staff completing the level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence.	16%	27%	100%
1,475 Council staff have completed the online module in Quarter 2, making a total of 3,566 against a headcount of 13,332.			

91. **Prevent children entering the criminal justice system (Amber)**  
Actions by the Youth Offending Service (YOS) for Quarter 2 to reduce children reoffending through the interventions delivered by the Cardiff Youth Offending Service include:
- Work to develop a pilot scheme to focus on and identify children and young people who are not in school and are at risk of entering the Criminal Justice System (CJS) has commenced in conjunction with Education Youth Services
  - The development of a knife crime awareness programme
  - Service-user feedback is currently collected for the following programmes:
    - In-house knife crime programme
    - Prevention
    - Substance Misuse
  - A Criminal Exploitation process map has been developed which streamlines the referral process. The YOS is now co-working cases with Children’s Services, depending upon the individual circumstances of the young person. Work is also being undertaken on a Sexually Harmful Behaviour model and the YOS is in

## Well-being Objective: 1.4

### Safe, confident and empowered communities



the process of recruiting a Harmful Sexual Behaviour worker as a pilot as a part of this work. Close links are being developed with the 'Street Games' project and the YOS is involved in a multi-agency prevention project in the Bute Town area of Cardiff as a pilot project. If this is successful then it is hoped this initiative will be rolled out to other parts of the city

- Recruiting a further two Anti-Social Behaviour (ASB) workers to bolster the capacity of the prevention team
- Volunteer Community Panel Members including Appropriate Adults and Neighbourhood Resolution have been recruited and trained

Performance Indicator	Result		Annual Target
	Q1	Q2	
The number of children entering the criminal justice system	35	25	18
During Quarter 2 the referral process to 'Divert' and the throughput of cases has improved as changes to procedures are being embedded. This has positively impacted upon the backlog of Out of Court Disposals being administered. The backlog is a direct result of the ongoing police stop and search 'Operation Sceptre', which aims to combat knife crime in the city.			

#### 92. Implement the National Community Cohesion Action Plan (Amber)

Due to a change in personnel with external partners, there has been no significant movement with this objective, as a result of these issues the milestones will be adjusted following conversations with UNICEF during Quarter 3.

#### 93. Review and reform the Community Safety Partnership (Amber)

The Gold and Silver-level Community Safety Boards are now well embedded. A large stakeholder event was held in September to ensure the work of partners through these mechanisms is focused on the right priorities for the city, and this has led to a revision of the governance arrangements at the operational level. The Gold group will be considering recommendations of new operational structures in November.

#### 94. Tackle substance misuse in the city (Amber)

A joint Adults and Childrens Scrutiny Inquiry has been undertaken into the factors that can help divert young people from becoming involved in drug taking and drug dealing. The inquiry heard evidence from professionals across a range of partners as well as members of the community that have been affected by drugs. The inquiry committee are currently preparing a report with a series of recommendations which will be approved in the coming months. The report will then be published and the Community Safety Delivery Board will be responsible for co-ordination and monitoring the recommendations.

#### 95. Deliver the Night Time Economy Strategy (Green)

The Purple Flag self-assessment (Purple Flag accreditation is a an accreditation process similar to Green Flag award for parks and Blue Flag for beaches to allow the public to identify towns and city centres that offer an entertaining, safe, diverse and enjoyable night out) was completed at the end of September, the full submission will follow the assessors visiting the City during the first week of December.

## Well-being Objective: 1.4

### Safe, confident and empowered communities



96. **Invest in the regeneration of local communities (Green)**

All Ward Members have been invited to submit Neighbourhood Renewal Scheme proposals, and as part of this process drop-in sessions were held to discuss Member ideas. The proposals will then go through a decision making process.

97. The new Maelfa shopping centre is progressing well, with the shell of the mixed-use block now complete and on target for hand-over in early 2019. All units except two have been let, with negotiations at an advanced stage with two preferred bidders for the remaining units. It is anticipated that lease terms will be agreed in the near future, with a view to occupation in Spring 2019.

98. The concept designs for alterations to Butetown Pavilion and City Centre Youth Hub have been completed.

Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of customers satisfied with completed regeneration projects	83%	91%	70%

99. **Drive up standards in the private rented housing sector (Green)**

An Officer Decision Report has been drafted for the new training requirements for the Rent Smart Wales scheme before a final consultation with the All Wales Directors of Public Protection.

100. Work has been undertaken to implement proactive searches on data (this involves carrying out searches on people who have registered with Rent Smart Wales but not applied for a license) which has led to increase on the number of licenses submitted, the current figure is approx. 1,000 a month.

101. Rent Smart Wales have launched their first online CPD (Continuing Professional Development) course, the course covers what a landlord needs to do in relation to fire safety; this has been developed in conjunction with three of the Fire Services.

102. **Continue to develop the Community Hub and Well-being programme (Green)**

The new St Mellons Hub opened in August, with positive feedback from the community.

103. Planning permission and listed building consent has been granted for conversion of the Cardiff Royal Infirmary Chapel to a library / café / information centre.

104. The restructure to ensure the delivery of the Community Wellbeing programme is in progress and scheduled for completion mid Quarter 3. Grant submissions are in progress to forward development of Community Wellbeing Hub facilities within Rhydypennau & Whitchurch Libraries.

105. Reading Well for people with Dementia was launched within Hubs and Libraries across the city. Attendance at GP cluster meetings has been initiated to promote the Reading Well scheme.



## Well-being Objective: 1.4

### Safe, confident and empowered communities



Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The number of visitors to libraries and hubs across the city	634k	1.3m	3.3m
Quarter 2 result is 691,407 <i>Please note that "Virtual" visits to the libraries will not be added until Quarter 4</i>			
The percentage of customers who agreed with the statement 'Overall the hub met my requirements / I got what I needed'	97%	98%	95%
Quarter 2 result is 99%. During Quarter 2, of the 1,668 people who answered the question in the survey 1,644 people agreed with the statement			

#### 106. Deliver Phase 2 of the neighbourhood partnership scheme (Amber)

- *Better connect people with local service providers and activities in their neighbourhoods*  
Some recruitment delays for the Inclusion Officer posts have been experienced this Quarter, work will commence as soon as the Community Wellbeing Hub restructure is in place.
- *Give People a voice in shaping Council services*  
Consultation has been carried out for the Transport and Clean Air Paper, integrating changes in approach to carrying citizen engagement discussed at Quarter 1.

Various targeted work was carried out including:

- Engagement with two high schools (Eastern High and Cardiff West) using the Green Paper Survey as part of Geography lessons with year 9 groups
- Engagement work was carried out with the Cardiff Youth council
- Engagement work in Llanrumney with an older persons forum
- Breakfast meetings with local City Centre business that might be affected by the proposal
- Work with Race Equality first and C3SC to ensure that minority groups were reached
- Work with local FAN groups (Friends and Neighbour groups) set up for groups whose first language isn't English

#### 107. Promote and support the growth of the Welsh Language (Green)

A presentation of the findings of the external review of the city wide Bilingual Cardiff Strategy was made to the Bilingual Cardiff Members Working Group by the Director of the company that undertook the review. The report was generally very positive and the meeting successful. An action plan is to be developed to take forward the recommendations of the report with partners.

108. There has been a delay in taking the Welsh Street naming policy to cabinet, it is hoped this will be by the end of the year and the Planning Transport and Environment Directorate are leading on this.

109. The Local Authority continues to expand the provision of Welsh medium education in the city. The number of young people enrolled in Welsh medium education has increased by 767 between January 2016 and January

## Well-being Objective: 1.4

### Safe, confident and empowered communities



2018. The Local Authority has recently applied for a capital grant of £6 million to further expand Welsh medium places.

110. The action plan to implement the outcomes of the Welsh in Education Strategic Plan, which includes actions to improve Welsh education in English medium schools, has been approved by the Welsh in Education Forum.

111. **Develop a strategic approach for allocating Capital contributions to deliver improvements to parks and green spaces (Green)**

Projects for the improvement and development of Parks and Green Spaces will be aligned with the Council's Capital Ambition.

- Since April Section 106 funding has been used for the newly refurbished Hailey Park Tennis Courts and Victoria Park tennis court refurbish and painting
- Dispenser Gardens Multi Use Games Area (MUGA) scheme development is underway and the Severn Oaks Feasibility Study for Cricket is being undertaken
- The Heritage Lottery Fund (HLF) approved a Heritage Grant Scheme for Flatholm which will commence in October. £200k capital contribution has been granted to match fund the HLF bid. The value of the project, when taking into account other contributions from non-HLF grant sources, has the potential to reach circa £2 million. The funding will enable the Council, in partnership with the Royal Society for the Protection of Birds (RSPB) and the Flat Holm Society, to ensure the long-term sustainability of the Island through investment in infrastructure, an increase in volunteer activity and the development of educational and tourist engagement programmes

112. **Work with partners to develop a strategic plan for development of sport and secure an increase in participation (Green)**

Sport Wales have launched their 'Vision' for Sport in Wales and are developing their strategy which is to be completed by January 2019.

113. The Council attended a workshop with key stakeholders to discuss the Vision and have agreed a follow up session with a wider group of stakeholders in the near future. The group have all agreed to contribute to external consultant support to develop the strategy.

114. Stakeholders included: Sport Wales, Cardiff University, Cardiff Metropolitan University, Cardiff and Vale College, Cardiff City Foundation, GLL and the Urdd.

Performance Indicator	Result		Annual Target
	Q1	Q2	
Total number of children aged 7-16 engaged in Sport Cardiff-led activities	6,802	4,446	30,000
The number of attendances at our leisure facilities	366,915	358,350	1,499,369
Due to the decrease in attendance in Quarter 1, GLL were asked to undertake a review of their data collection systems, which highlighted inconsistencies in the baseline data used to set 2018/19 targets			
The number of individuals participating in parks / outdoor sport	39,699	32,173	170,000

## Well-being Objective: 1.4

### Safe, confident and empowered communities



#### 115. Engender a sense of ownership for Parks and green spaces within local communities (Green)

Between April and September 173 volunteer work days were arranged giving a total of 7,591.4 volunteer work hours which equate to £64,148 at the living wage value.

- 26 events were held, attended by 518 people
- 82 School visits took place, attended by 1,474 pupils

116. The Annual Volunteer BBQ was held in July to say thank you to all our volunteers and community groups for all their hard work.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
The number of visits to the volunteer portal	13,363	31,330	50,000
Quarter 2 result is 17,967 (page views)			

Performance Indicator	Result		Annual Target
	Q1	Q2	
The number of volunteer hours committed to Parks and Green Spaces	4,803	3,892	18,000

#### 117. Develop a new major events strategy (Green)

##### ➤ Cardiff Events & Festival Strategy (2018-25)

As Cardiff increases the number of major national and international events hosted in the city, Event Managers have identified a need to co-ordinate event management for cultural and sport venues to reduce transport and infrastructure issues having an adverse effect on business. This will be considered in a review of the whole city offer.

##### ➤ Events Programme 2018

A programme of major events has been delivered throughout the summer including the homecoming celebration for Geraint Thomas following his triumph at the Tour de France, the 2018 Adrian Flux British FIM Speedway Grand Prix, the Pride Cymru Big Weekend, the Cardiff Bay Beach, the Cardiff Harbour Festival, the 2018 Extreme Sailing Series and the National Eisteddfod.

#### 118. Support the development of the Creative Sector and unlock investment opportunities Creative Industries Cluster bid (Green)

Cardiff has been successful in securing a £10 million Arts and Humanities Research Council's (AHRC) Creative Industries Cluster bid led by Cardiff University. This is one of nine creative clusters in the UK to have been awarded significant research funding by the AHRC as part of its £80 million Creative Industries Cluster Programme. This will be transformational in growing the sector and the Council looks forward to working with Cardiff University, University of South Wales, Cardiff Metropolitan University and other institutions and commercial partners to support Cardiff's position at the cutting edge of screen innovation and to lead the way in developing new ways to consume digital content and stories.

## Well-being Objective: 1.4

### Safe, confident and empowered communities



➤ *Creative Cities Convention in 2019*

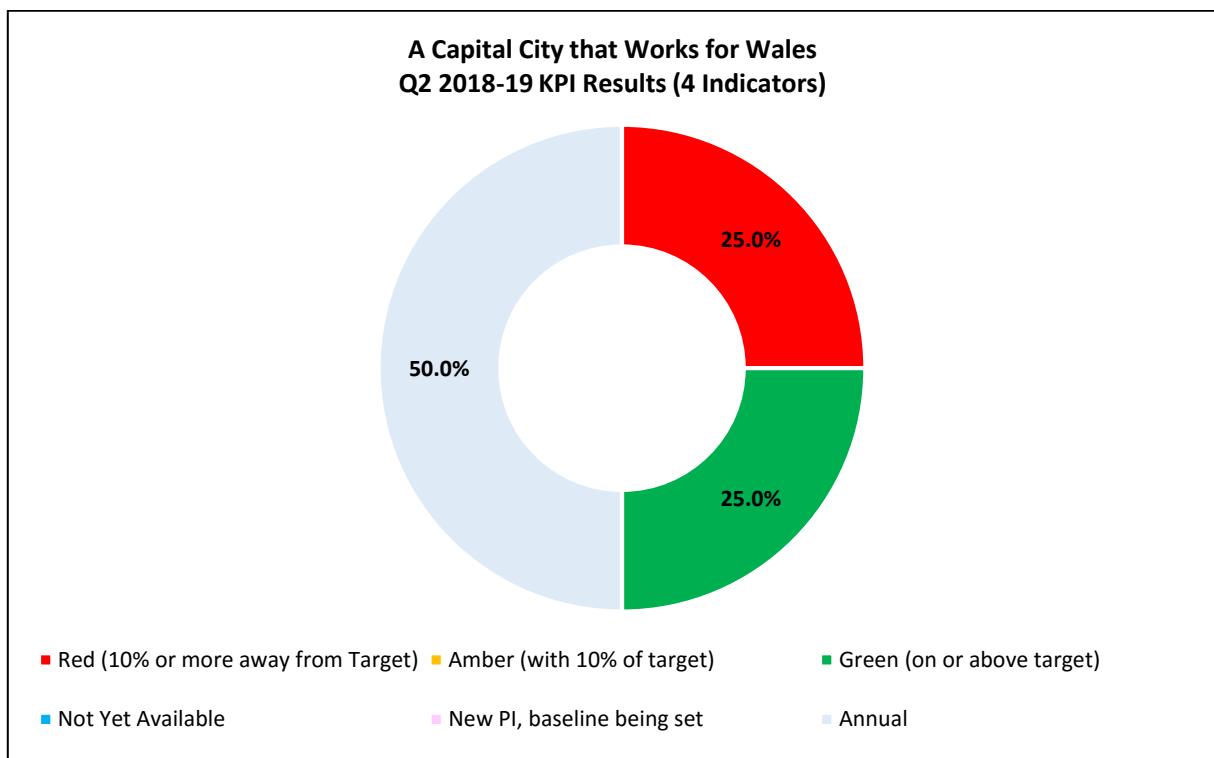
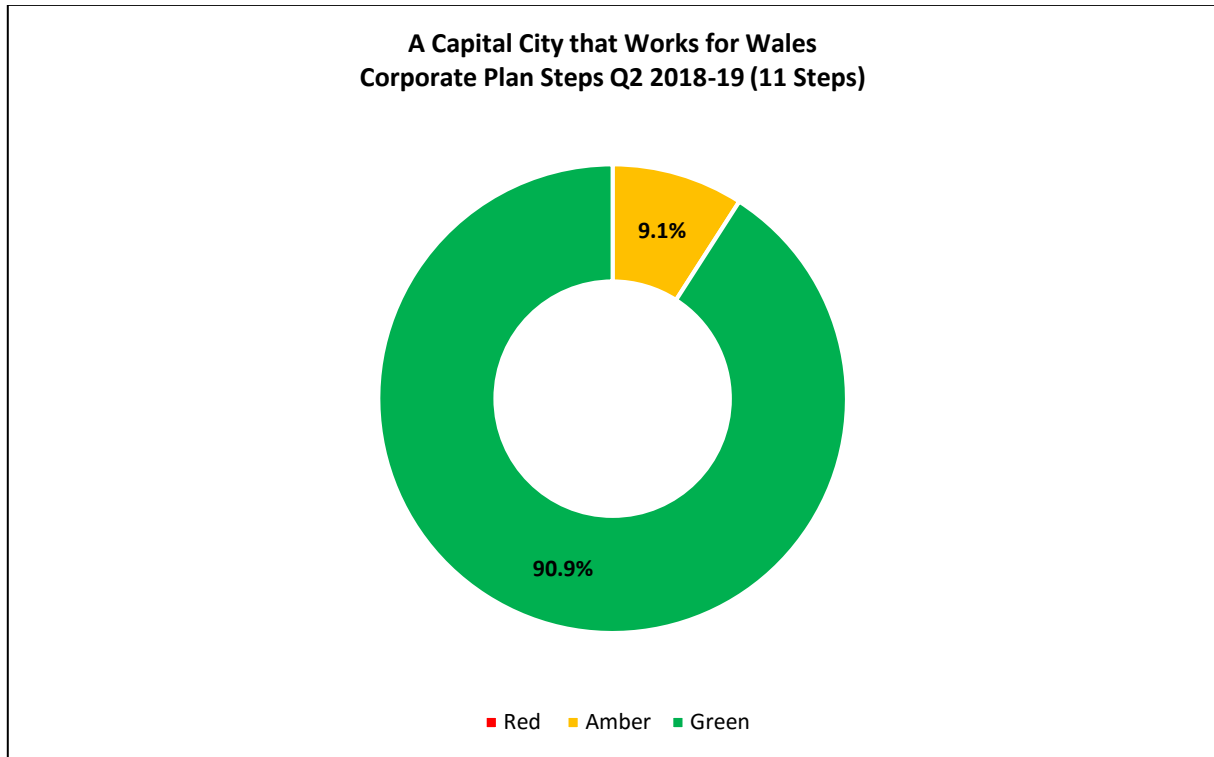
Cardiff is in discussion with the convention organisers to assist delivery of the event which will be hosted in Cardiff next spring. This high profile media convention will bring together key media organisations to shape the future of the media sector in the UK and offers an opportunity to showcase the city.

## Well-being Objective: 2.1

### A Capital City that Works for Wales – Summary



- Business Capital
- Inclusive Capital
- Smarter Capital
- Sporting and Cultural Capital City



## Well-being Objective: 2.1

### A Capital City that Works for Wales



#### Connected Capital

- Business Capital
- Inclusive Capital
- Smarter Capital
- Sporting and Cultural Capital City

#### Key Financial Issues

119. At this stage of the financial year there are no significant revenue budget variances relating directly to services within the scope of this Wellbeing Objective being reported.

#### Corporate Plan steps and KPIs Updates

120. **Bring forward a new Economic vision for the future development of Cardiff (Green)**

More than 100 consultees, including representatives from major employer organisations, were engaged in the development of the Economic Vision to ensure that the Economic Vision strategy is aligned with market changes. The strategy will help to lever in further investment to Cardiff in a post Brexit economy. Cabinet is due to consider the proposals in Quarter 3.

121. **Begin work on a new Bus station as part of an Integrated Transport Hub (Green)**

A new planning application has been submitted to be considered by Planning Committee in November 2018. Preliminary site works have been completed.

122. **Prioritise the delivery of a new Multi-purpose Indoor Arena (Green)**

A report will be presented to Cabinet in Quarter 3 to enable the next stage development of the proposal for a new Indoor Arena, including detailed consideration of the preferred site.

123. **Grow the city centre as a location for Business and investment (Green)**

1,142 jobs have been created / safeguarded in businesses supported by the Council in Quarters 1 and 2.

Performance Indicator	Result		Annual Target
	Q1	Q2	
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	783	359	500
353 new jobs and six safeguarded			
The amount of Grade A office space committed to in Cardiff (Sq. Ft)	0	0	150,000
During Quarters 1 and 2 no new construction on grade A office space started. However, developments are anticipated at Central Quay and Capital Quarter during this year which should achieve the annual target.			

124. A strong pipeline of opportunities is coming through from investors. Redevelopment proposals are being developed in respect of Millennium Plaza. Developments are expected to commence at Central Quay and Capital Quarter during this year which will achieve the annual target for grade A office space.

125. The regeneration of Central Square is progressing well. The soft strip of St David's House has commenced prior to actual demolition. Cardiff University's School of Journalism and Hugh James have moved into No 2

## Well-being Objective: 2.1

### A Capital City that Works for Wales



which is a 148,000 sq ft grade A office space. As a result of Council support to businesses relocating to No 2, 1,200 jobs were created / safeguarded in the city.

126. **Agree the business plan for the regeneration of Central Station (Amber)**

The Metro Central Delivery Partnership Steering Group continues to meet and is progressing. The next phase of business case work has not yet commenced. Further feasibility studies on north / south links are complete and have been presented to the Steering Group. A new proposal for UK Government funding is being developed and will be presented to UK Government in Quarter 3.

127. **Develop a plan for a new mixed use development at Dumballs Road (Green)**

An initial high level masterplan has been submitted from the developer. A report will be considered at Scrutiny Committee in October with a view to the developer submitting a detailed planning application September 2019.

128. **Launch a new industrial strategy for East Cardiff (Green)**

Advisors are supporting the Council to develop vision and masterplan for East Cardiff. The strategy will link closely to the UK Industrial Strategy opportunities and will identify the key infrastructure needs and opportunities. A draft strategy will be reported to Cabinet in Quarter 4.

129. **Develop a new vision and masterplan for Cardiff Bay including International Sports Village next phase (Green)**

The Council is working with partners to develop a new vision and masterplan for the Sports Village with a view to reporting to Cabinet early in Quarter 4.

130. **Work with Cardiff Capital Region partners to ensure City Deal Investment supports the economic development opportunities of the city region (Green)**

Cardiff Capital Region Targeted Regeneration Plan was approved by Welsh Government. The Plan includes key place enhancement projects in the southern arc of the city.

131. Cardiff Capital Region funding has been secured to attend and showcase regional investment opportunities at MIPIM (2019), the world's premier real estate event. Attending MIPIM allows Cardiff to showcase the strength and ambition of the UK's fastest growing city to developers, investors and occupiers.

132. **Develop a business plan to protect the city's historic Assets (Green)**

A report will be presented to Cabinet on the options for securing the future sustainability of the Council's portfolio of historic buildings in Quarter 3.

133. Town Centre Loans Funding has been approved for regeneration of two Grade 2 buildings, Butetown Rail Station and Corey Buildings, Bute Street. This funding loan from Welsh Government supports town centre regeneration to reduce the number of empty, underused sites and premises in town centres.

134. **Develop a Music Strategy to promote the City as a music destination by October 2018 (Green)**

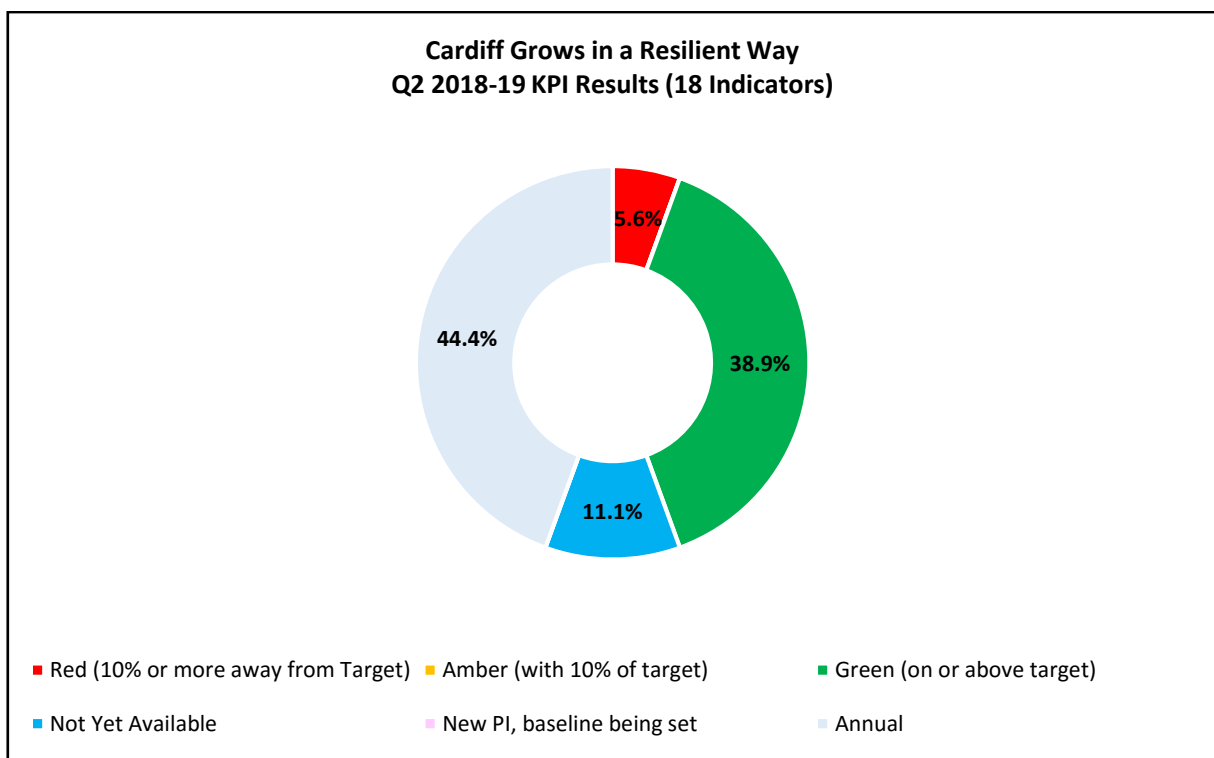
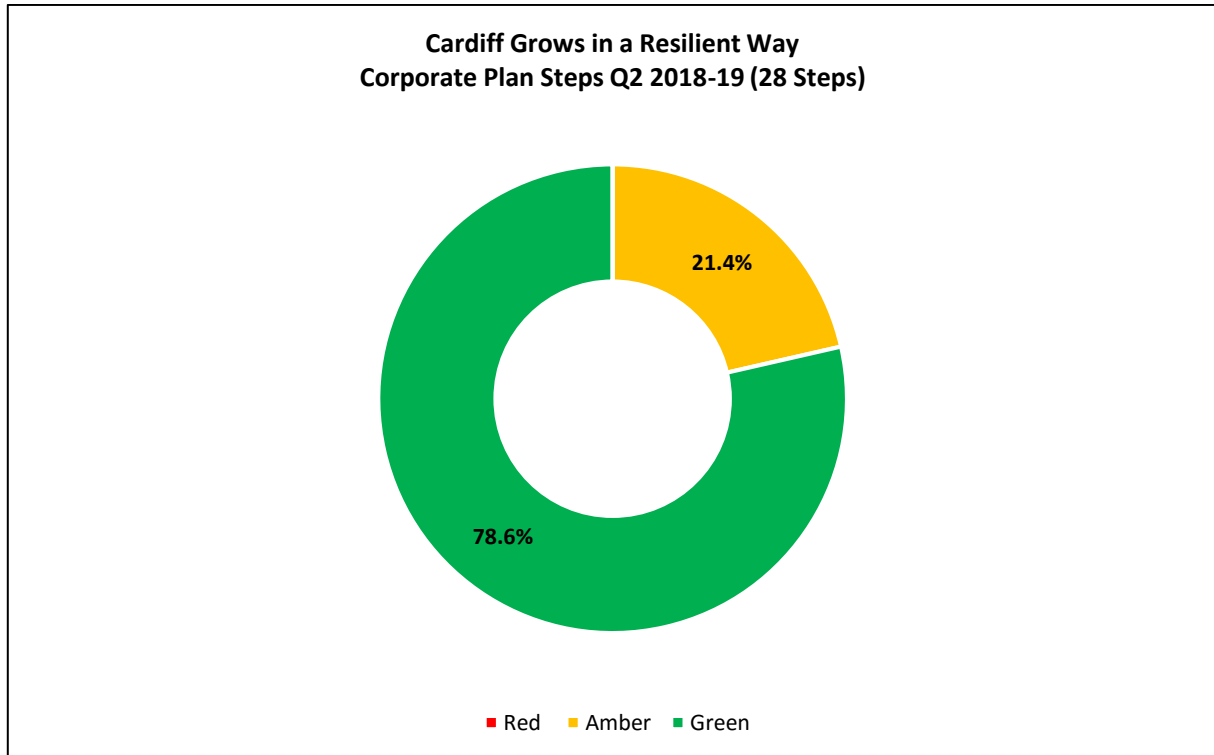
The Council is working with the local community to develop a new Music Strategy.

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way - Summary



- Housing
- Transport
- Waste and Recycling
- Clean Streets





## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



- Housing
- Transport
- Waste and Recycling
- Clean Streets

#### Key Financial Issues

135. The Planning, Transport and Environment directorate is projecting an overspend of £1.465 million at Month 6. Some of the financial issues contributing to that position within the scope of this Wellbeing Objective include:

#### **Planning, Transport & Environment – Recycling and Waste Services**

136. This section is currently projecting an overspend of £1.6 million for 2018/19. The overspend is largely driven by costs relating to the ongoing HWRC and Waste Transfer Station investigations including agency expenditure and income shortfalls at the Materials Recycling Facility (MRF). This position also includes the drawdown of £350,000 contingency budget specifically set up in relation to Income Shortfalls at the MRF.

#### **Planning, Transport & Environment – Planning, Building Control & Energy Management**

137. The Planning and Building control division is projecting an overspend of £173,000, largely due to income shortfalls in planning fees and the Energy Management Division is reporting an overspend of £202,000 where shortfalls in savings and renewable energy income are partially offset by a reduced Carbon Reduction Commitment (CRC) payment.

#### Corporate Plan steps and KPIs Updates

138. **Develop options for long-term regional partnership recycling infrastructure arrangements (Amber)**  
New proposed legislation and statutory targets are emerging from Welsh Government that will influence the future strategy. Emerging legal and statutory targets need to be fully understood and considered before a regional future position can be explored. In order to do this the Council will review the consultation documents from Welsh Government when they are released in Quarter 3. There is a need to consider the future impacts of Welsh Government changes so that the Council can make informed choices.
139. **Consult on amendments to Recycling Waste Strategy and collections (Green)**  
The public consultation is underway city-wide; meetings have been held with all wards impacted on with “wheeled bin” changes. Detailed discussions are being undertaken on some wheeled bin implementation areas. The project is currently within timeline and providing continued customer engagement. Moving forward, the Council will produce the implementation timetable for wheeled bin expansion, collate the consultations results, and progress staff consultation and awareness.
140. **Explore opportunities for New Household Waste Recycling Centre (Amber)**  
The outline requirements have been sent to Strategic Estates, pending feedback on possible locations – feedback is still awaited and this will be escalated through the relevant Directors.

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



**141. Undertake targeted Education campaigns in communities where recycling rates are low (Green)**

Participation monitoring of the “Glass” pilot areas is underway; data of the wider areas is now being collated and support staff are being recruited. The Programme is progressing to plan, with a start date in October. Increased recycling and waste awareness will be promoted to increase recycling performance and sustainability of the city with campaign activities commencing in October.

**142. Continue to support Re-use in the city by expanding the usage of Re-use Centres (Green)**

Discussions have been held and processes are being mapped out for medical equipment reuse. A review of a long-term “Reuse” partner is underway, with market testing and research ongoing. Procurement documentation for the long term partner is being developed by our Business Improvement team.

**143. Develop a Total Street Delivery Plan (Amber)**

The Council is working on the development of Ward information (Ward Action Plans) with the On-line team utilising PowerBI (a business analytics solution). Ward Action Plans provide a summary of the key issues within the area in order to help identify areas for improvement.

**144. Throughout the quarter it has been identified that:**

- Not enough skilled resource able to use PowerBI so development is slow
- Professional License for PowerBI / roll out of Office 365 has not taken place

145. The action in Quarter 3 will be to prioritise the acquisition of licenses for and the rollout of Office 365, with the Digital Team. The benefits of this will be that all information will be online and available to citizens and Local Members providing consistent good information.

**146. Tackle fly-tipping, littering and highway licensing (Green)**

A “Single-use” plastic policy statement and action plan have been developed in draft to support the Council to lead by example on single use plastics to support Citizen awareness and support. A Single-use plastic report is to go to Cabinet following informal briefings.

**147. Actions that have been taken forward in Quarter 2:**

- The remaining three Hubs and five Libraries have agreed to store litter picking equipment to encourage volunteering
- There are now 47 Active planters, a survey of those in place indicated that in the majority of locations, there had been a reduction in litter/fly-tipping after the planters were introduced
- £400 small scale fly-tipping fines have been implemented and these are now being issued
- Fly-tipping CCTV cameras in place to monitor fly-tipping in key areas
- Community Litter Picks (led by Love Where You Live) – Data from April 2018 to September 2018

No. of clean-ups	Volunteers	Volunteer Hours	Bags Collected
55	512	757.5	818

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of reported fly tipping incidents cleared within 5 working days	99.87%	99.66%	90%
The percentage of reported fly tipping incidents which lead to enforcement activity	90.17%	94.64%	70%

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
Number of investigations and enforcement actions per month	2,180	4,626	3,000
Quarter 2 result is 2,246			
Number of education and engagement actions per month	3,358	3,641	3,000
Quarter 2 result is 283			
Performance of the number of Education and Engagement actions was higher in Quarter 1 due to “Get it Out for Cardiff” (now called “Love Where You Leave...”). It is likely that performance in Quarter 3 will be similar to that of Quarter 1 due to the continued programme in Cathays with the new cohort of students. There has also been more focus on the Investigations and Enforcement actions during Quarter 2 since the Commercial Teams were formed in August 2018.			

148. Highway licensing work is progressing to cover objects on the highway (Section 115E of the Highways Act – S115E). The objects are mainly shop displays that are put on the pavements outside shops. The Council has not previously undertaken licensing of this aspect due to a lack of resources, although under S115E all third party objects on the highway should be licensed. Now that the Council has gone digital in this area of work it is able to proactively manage licenses in a more efficient manner to support undertaking this work with limited resource and provide digital application and payment to businesses. Correspondence and application packs for licences are being sent out to the businesses that have been surveyed.

149. **Improve the productivity and Performance of Street Scene Services (Amber)**

All Highway and Environmental Enforcement work is now digitally recorded for example:

- Waste collections – “Bar Tec” has been rolled out and is being further developed
- LEAMS (street cleanliness surveys) and Highway defects are collected digitally
- Civil Enforcement work - now all digital

150. However, support to frontline operatives needs to be put in place to encourage the uptake of digital systems, such as BarTec. To do this, training and support is ongoing through a move to digital systems – impacting on staff both on the frontline and office-based. More reviews are to take place to ensure systems are being utilised properly. The benefits of this work include a more efficient and effective service and consistent information provided to Citizens, Local Members and Cabinet. The Council will continue to develop digital systems and ensure regular monitoring is in place to guide resources to support teams.

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



151. **Explore and develop a Commercial and Collaboration Strategy for Key Services (Amber)**  
Meetings are taking place with key stakeholders such as Cardiff City Football Club and Glamorgan Cricket Club to develop and offer commercial plans to support their requirements.
152. A review is underway to ensure the Council recovers costs for providing support to events e.g. additional cleansing. For example, the loss of car parking for events is estimated at £100,000 per annum. A review will take place on whether a levy can be added to tickets, e.g. concerts at stadiums in Cardiff, however, no route has currently been identified to support a levy on tickets for events. Legal Services are to be engaged to establish what legislation could be utilised to support a levy for increased costs to services.
153. **Develop a City Food Strategy (Green)**  
An initial Project meeting has been held with consultants to scope the work required to develop the City Food Strategy, followed by Officer interviews with relevant Officers, to gather background information. Planning is underway for a stakeholder workshop to be held in November. Other work across the city includes participating in Food Cardiff partnership, assisting in developing Food Sense Wales entity and recruitment for Food Sense Wales Programme Manager.
154. **Progress a 5 Megawatt Solar Farm at Lamby Way (Green)**  
Ecologists and planning consultants have been appointed and ecological surveys have taken place on site. Funding for a Project Manager post has been secured through Energy reserves and the post is now appointed to, with an October start date proposed. Detailed discussions with a private “wire energy off-taker” (the party who will purchase the power generated) are underway and initial scoping work for Design/Build procurement has also started. The benefits of this include further progress on the supply of cheaper, secure and renewable energy to large public sector organisation in the city.
155. **Develop a new Transport and Clean Air vision for the city (Green)**  
The Green Paper returns have been analysed by the Cabinet Office and PTE Transport staff. A White Paper will now be developed, setting out the transport ambitions that will also tie into the air quality improvements. Neither the White Paper nor the Clean Air Strategy can be fully developed until the full findings of the Air Quality modelling works are completed and understood, and the Initial Plan has been developed. The Plan was submitted to Welsh Government on 30th September 2018 but with caveats as there is supplementary information soon to follow.
156. There will be improved knowledge of the opinions and requirements of stakeholders following the Green Paper consultation process that will enable the development of a White Paper to, as far is reasonably practicable, align to those needs identified. The White Paper and Air Quality Strategy will be developed by the latter quarters of 2018-19.
157. **Undertake a scoping assessment for a Clean Air Zone in Cardiff (Green)**  
Extensive works, including specialist modelling, for both Transportation (Mott McDonald / TFW) and Air Quality (Ricardo), have progressed throughout Quarter 2, to ensure the delivery of the Initial Plan within the

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



timescales set out in the Welsh Government Legal Direction i.e. 30th September 2018. There will be a better understanding of the air quality of Cardiff and the potential to address any issues should they be identified as needing improvement action. Depending on the findings of the Air Quality modelling the Council will begin the development of the Final Plan for submission by 30th June 2019.

#### 158. **Improve the condition of Highways (Green)**

A new contract has been awarded for patching-related works and a new contractor is in place, with works due to start onsite mid-September 2018, although the employment of the existing contractor has continued throughout Quarter 2 to ensure continuity of service delivery.

159. A Cabinet Report for LED residential street lighting and SMART city aspects, following a pilot in Radyr, is being developed with a view to going to Investment Review Board (IRB) at the end of Quarter 2.

160. Phase 1 of the Preventative Carriageway programme has been delivered at a cost of circa £400k - on target for time and budget. The works were programmed to coincide with the Active Travel ambitions. Specialist road surfacing materials, such as grouted macadams (which are utilised for specific circumstances), have also been delivered including a major scheme within the Splott Ward at a cost of circa £100k value.

161. Significant improvement has been delivered to the carriageway network, improvements for all road users and inclusion with the Active Travel agenda. Tenders have been developed and sent out for the reconstruction work and programmed for completion for Quarter 3. Resurfacing priority lists have also been developed, to be forwarded for the agreement and completion of the tender process for delivery in Quarters 3 and 4.

#### 162. **Develop an Electric Vehicles (EV) Strategy (Green)**

A grant application was submitted and funding has been awarded to install the Residential Charge-Point (installing charge-points on-street in areas for residents without off-street parking) as per the funding application. Work has commenced on a procurement route and a technical specification is being drafted. The award will be made via a framework that the Council uses to appoint suppliers/contractors (this complies with the Council's procurement guidance) to ensure delivery on street within timescales. Additional support resources have been sourced and an overall Programme Manager has been appointed to oversee all work relating to the Electric Vehicle Strategy.

163. Benefits will be realised when the residential charge-point scheme is in place. The next steps are to procure the infrastructure and installation for the residential OLEV (Office for Low Emission Vehicles) scheme via the framework and develop a procurement strategy for other strands of work associated with EV charging infrastructure.

#### 164. **Develop a spatial masterplan to create new, high quality, shared space for pedestrians, cyclists and vehicles (Green)**

Private consultations for Central Square and amendments to the concept design are complete. The Council now moves into the detailed design for both Central Square and Westgate Street – a Local Transport Finance Bid has been submitted for funding for the latter.

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



165. Senior meetings are taking place with Transport for Wales and Welsh Government regarding Central Square and Westgate Street, which are to be merged as one project to take forward for delivery - called City Centre West.
166. The Eastside concept design and further modelling work has been actioned. Initial discussions have been held with Welsh Government and City Deal regarding funding.
167. **Support the delivery of the Active Travel Agenda (Green)**  
Positive meetings of the Cycling Advisory Group held to date have enabled stakeholders to engage with officers in the Telematics team regarding wait times for pedestrians and cyclists, and with officers in the Planning team regarding Active Travel in new developments. This contact has been beneficial as it is requiring Officers to review current practice.
168. A review of crossings and junctions at key locations is now being undertaken and the group will receive regular updates on progress at future meetings. The HSBC Project Working Group is now firmly established with meetings scheduled every two months. The Group involves representatives from the Council's transport and road safety teams, Sport Cardiff, British Cycling and Welsh Cycling. Its purpose is to strengthen the integration of activities undertaken by the Council (e.g. cycle training in schools) and activities delivered by other partners through the HSBC Cycling Development Programme for example, the Go Ride Cycling Skills project.
169. The positive engagement with stakeholders is helping to improve the Council's delivery of cycling, maintain strong working relationships with key stakeholders and secure ongoing support for the Council's ambitious cycling programme.
170. **Making roads safer by implementing 20mph speed limits (Green)**  
The preparation of the delivery of an "East Cardiff" 20mph limit in Plasnewydd, Adamsdown and parts of Splott is continuing. The Grangetown scheme is also being prepared for delivery in anticipation of in-year funding becoming available from Welsh Government later in the financial year. It is anticipated that public Traffic Regulation Order consultation for both schemes will now take place.
171. The reduction in speeds in key areas is enabling a better environment to promote active travel modes.
172. **Improve the walking and cycling network in Cardiff (Green)**  
A detailed design for the section of the Cycle Route between Dumfries Place and Cathays Terrace via Senghennydd Road is complete. The Traffic Regulation Order application to support the changes to the carriageway and on-street parking required to create the new route is in progress. A brief has been prepared for South West Link feasibility study. This study will investigate the potential route alignment options for a Cycle Superhighway to the south west of the City Centre connecting Caerau and Ely via The Mill housing development. Initial concept designs have been produced for sections of Cycle Superhighway between Dumfries Place and Broadway.

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



**173. Deliver the annual parking report, progress the Parking strategy, and an assessment of pavement parking (Green)**

The Annual Parking Report is published and is available on-line. Further work continues to roll out static camera enforcement and to develop a business case and Cabinet Report for working in Partnership with the DVLA on clamping untaxed vehicles and nuisance parking. This activity is undertaken to deliver the Parking Strategy. Pavement parking is not able to be enforced unless it is behind a restriction – the parking report explains the restrictions we enforce. It is still with Welsh Language for translation.

**174. Launch the On-Street Bike Hire Scheme (Green)**

Phase 2 of the installation has been completed and 500 bikes are now available for rental across the city. Work has commenced on the final phase of the install that will provide additional hire points in the city, focusing on the east side of the city (Rumney and St. Mellons areas etc.) and using a network gap analysis to fill in any additional links. It is hoped that this may be as many as 16 additional hire points.

175. Work continues to promote the scheme, by the Council's partner Nextbike, and rental levels continue to be consistent with Quarter 1.

176. There is greater availability of cycle facilities to the population which helps to promote both regular and occasional use of the mode for all or some of trips which will be enhanced with the further work on the gap analysis and the installation of the final locations.

**177. Ensure Active Travel Plans for all Schools – 2020 (Amber)**

No progress has been made with Active Travel Plans roll out. This is because an additional resource to undertake this work has not been made available. A brief has been prepared for an independent review of the Council's current provision for promotion of Active Travel in schools. This will include an assessment of barriers to developing and implementing Active Travel Plans in schools, and the institutional changes and resources required to deliver on the Council's commitment to getting every School to have an Active Travel Plan in place by 2020.

178. A former employee of Sustrans will be commissioned to deliver this work over the next 6 months on a part time basis. This work will be resourced from the Central Parking Reserve.

**179. Support the delivery of High quality and Well-connected communities (Green)**

Engagement with Developers and relevant Council Service Areas has continued in order to identify and secure the planned infrastructure through the Development Management process and Section 106 agreements (i.e. the mechanism which make a development proposal acceptable in planning terms).

180. Cabinet approval was obtained (September 2018) to implement the 'Section 106 Local Infrastructure Idea Ward Lists' and supporting process, which will enable all Councillors to identify local infrastructure ideas that may potentially be funded through S106 contributions or other sources of funding.

181. The Ward Lists allow Local Ward councillors to identify "local projects" in their wards (community buildings, open space, local highway improvements) including projects which could be funded by future S106

## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



agreements from development, provided they meet the legally binding tests.

Other projects may also be included on the lists, but a distinction will be made between those which are within scope for future S106 funding. It is intended that these lists will act as guide for relevant Service areas who seek to secure developer contributions and avoid the situation where members are asked to identify projects at the “live planning application stage”.

182. The benefits resulting are in improved communication with Local Councillors and a more transparent planning process. The plan now is for a Local Member Handbook to be circulated and Councillor Workshops and discussions with all Ward Councillors are planned for Quarter 3 with the intention of preparing a list by April 2019. A Public Service Board Workshop also took place on 27th September 2018, to engage with wider partners on delivery of LDP Strategic Sites.

183. **Increase the delivery of new houses to meet housing need through the development of LDP strategic sites (Green)**

The development and monitoring of strategic and other sites are ongoing. Completions are being delivered on multiple outlets within Strategic Sites C (Plasdwr, North West Cardiff) and G (St Ederyn’s, East of Pontprennau) with other sites receiving planning permission throughout Quarter 2.

184. The LDP Annual Monitoring Report was reported to Cabinet on 20th September 2018. On-site delivery continues to ensure new homes are completed to meet housing needs.

Performance Indicator	Result		Annual Target
	Q1	Q2	
Percentage of householder planning applications determined within agreed time periods	95.18%	93.58%	80%
Percentage of major planning applications determined within agreed time periods	93.75%	85.71%	25%

185. **Deliver 2,000 New Council Homes (Green)**

A forward plan has been submitted targeting a Cabinet Report in November, which will bring together the wide ranging delivery routes to achieve the councils new build programme. A pipeline of development is in place which will deliver in excess of 2,000 new homes over the longer term.

186. We have actively marketed the Low Cost Home Ownership (LCHO) properties at Willowbrook and are currently shortlisting. Snowden and Wilson Road developments are planned to start on 13th November 2018. Phase 1 of Cardiff Living is delivering at pace now with the first handovers planned for October 2018. There are 10 sites with planning consent, 5 schemes on site which will deliver 135 council homes and 218 homes for sale.

187. Outside of Cardiff Living, additional schemes are moving on with one new build scheme with procurement, one package deal scheme on site and architects appointed on a range of schemes.



## Well-being Objective: 3.1

### Cardiff grows in a Resilient Way



188. Two more schemes have been shortlisted for the 2018/19 Welsh Government Innovative Housing Programme In addition to the two schemes approved last year.

Performance Indicator	Result		Annual Target
	Q1	Q2 (Cumulative)	
Total number of new Council homes completed and provided	23	36	200
Actual Quarter 2 result is 13. The current handover projections indicate that 140 new homes will be delivered by 31st March 2019, although the six development schemes on site will deliver 165 new council homes once complete.			

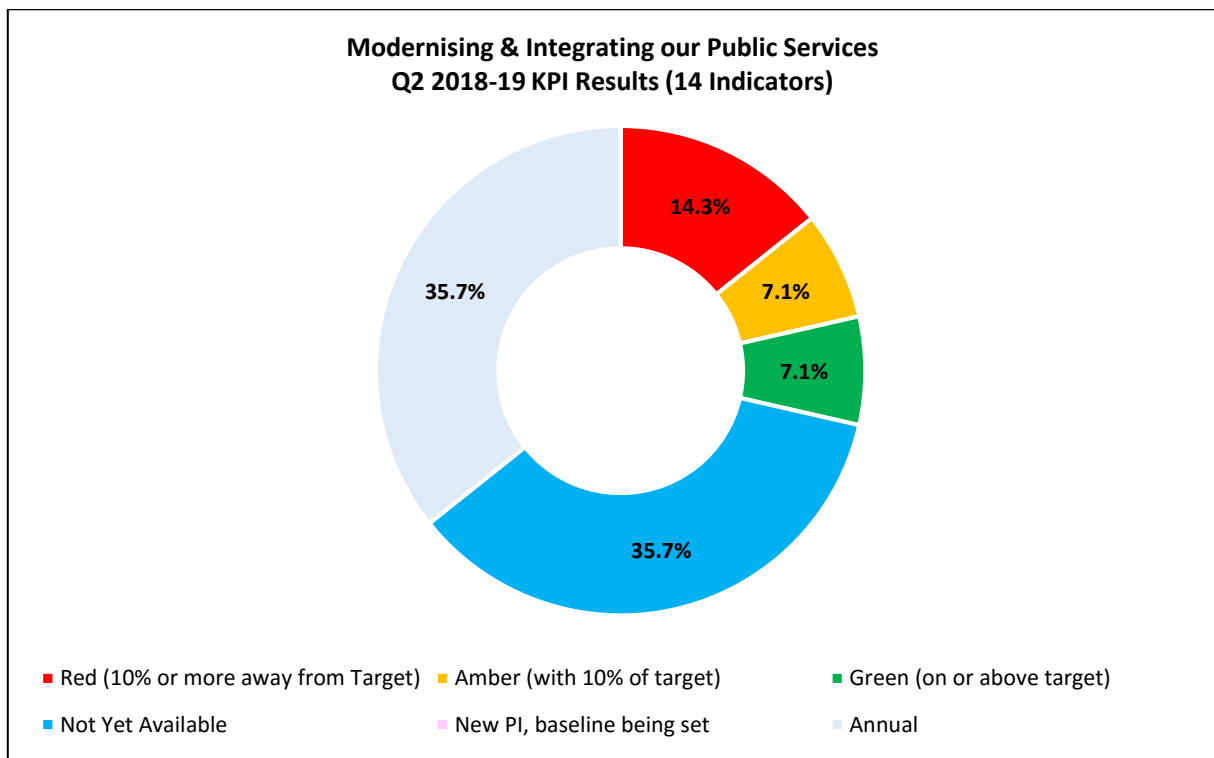
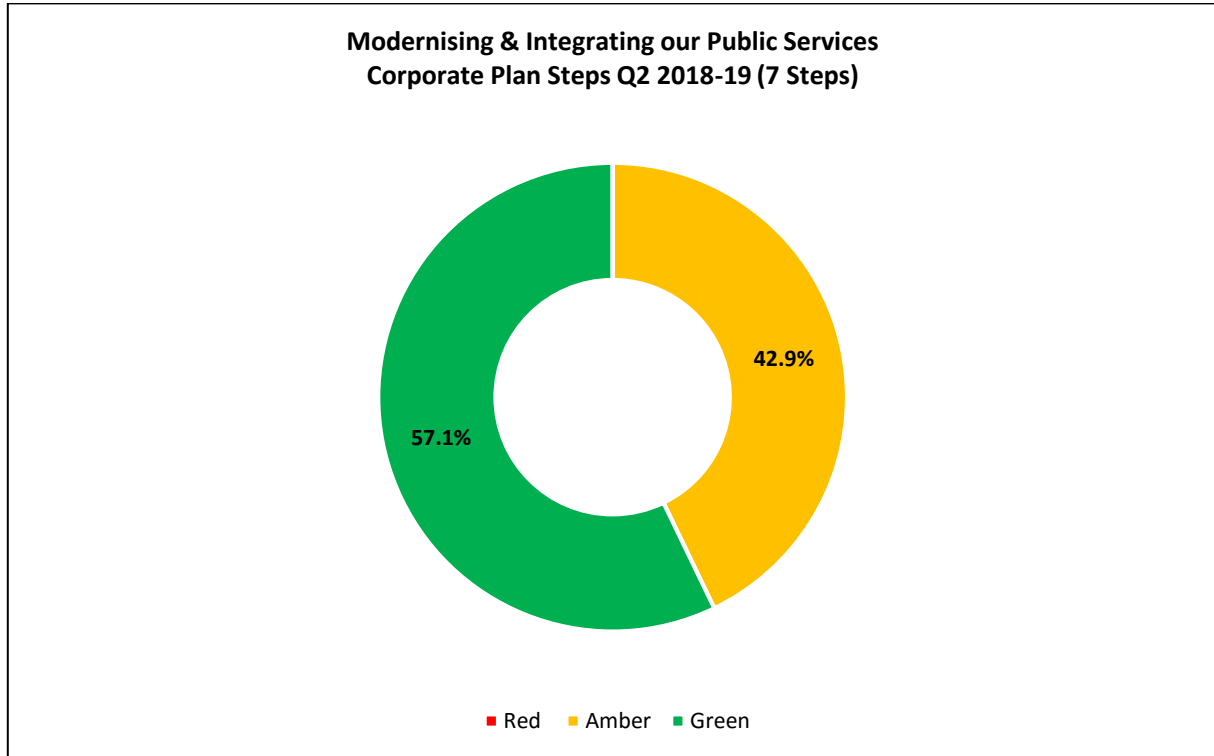
189. **Develop an outline business case for the District Heat Network proposal (Green)**  
 An External Project Manager and additional internal Project Manager Assistant have now been appointed. The Council is currently out to tender for Technical and Legal consultants to develop the full business case and Design / Build tender specification. There has been continued engagement with Welsh Government Officials in order to finalise their funding support, and with the Viridor “Energy from Waste” plant (the electricity that an “energy from waste” plant produces is fed into the National Grid and the heat can be utilised locally presenting opportunities for additional commercial development, and improving resource efficiency) regarding the Heat Supply contract.
190. The Formal Cabinet decision has strengthened stakeholder confidence in the scheme, especially that of Welsh and Central Government as potential funders, and the key public sector customers for the scheme who are now signing Memoranda of Understandings (MoU) on to confirm their interest in participating in the network.
191. The next steps are for the Council to appoint technical and legal consultants, finalise Welsh Government finance arrangements and prepare for Heat Network proposal grant application in December 2018.
192. **Convene regular design review meetings to consider and make recommendations to development proposals and publish an annual design review monitoring document (Green)**  
 Ten Design Review meetings have been in held in Quarter 2, following on from the eight meetings held between April and June. Notes of discussion points have been captured to enable Case Officers to refer to them as required.
193. The Council’s next stage is to prepare Annual Monitoring document to give examples of schemes assessed, and enhanced by the process (those in the public domain) by the end of January 2019.
194. **Develop a Climate Change Investment policy for consideration by the Pensions Committee (Green)**  
 Work continues to ensure the draft Climate Change Investment Policy is ready to be taken to the Pensions Committee in December.

## Well-being Objective: 4.1

### Modernising & Integrating Our Public Service –Summary



- Delivering Strategic Change
- Sustainable Services and Organisational Performance



## Well-being Objective: 4.1

### Modernising & Integrating Our Public Service



- Delivering Strategic Change
- Sustainable Services and Organisational Performance

#### Key Financial Issues

##### Resources

195. Overall the Resources directorate is projecting an underspend of £355,000 at Month 6. Major contributors to that position include a projected underspend of £411,000 in Human Resources, £120,000 projected underspend in Performance & Partnerships, £80,000 underspend in Commissioning and Procurement and £77,000 in Health & Safety.

##### Resources - Digital Services

196. The Digital Services division is projecting an overspend of £284,000 for 2018/19 at Month 6. This largely relates to a projected overspend of £404,000 in the Community Alarm Service including significant shortfalls against income targets for the Alarm Receiving Centre and Telecare. This overspend is partially offset by savings in other parts of the division including the Contact Centre, Meals on Wheels and savings against employee budgets.

#### Corporate Plan steps and KPIs Updates

##### 197. Progress the Council's Digital First Agenda (Green)

The Virtual Assistant (Chatbot) has been agreed in principle and a business case prepared for Investment Review Board (IRB), work continues in the background on the development of the Virtual Assistant. Other opportunities have been identified and business cases worked up, this includes the roll out of Office 365.

198. A strategic approach has been developed for telephony and how the council uses it in relation to agile and mobile working. A separate report has been drafted for a replacement programme for infrastructure, this includes analysis of replacement (through the Capital programme) of aging hardware/infrastructure profiled over a 5 year period.

199. The Digital Strategy has been agreed by Cabinet and published online. The Digital Board is monitoring progress of the Digital First agenda.

Performance Indicator	Result		Annual Target
	Q1	Q2	
The number of customer contacts to the Council using digital channels	212k	385k	10% Increase
<b>2017/18 Outturn - 784,567</b> Whilst the Quarter 2 figure is below target, positive progress continues to be made to increase the number of customer contacts to the Council using digital channels, the Quarter 2 figure is approx. 50,000 contacts higher than the same quarter for 2017-18. Work continues on improving digital channels through the launch and promotion of the Cardiff App, with approx. 5,000 downloads so far. The progression being made is relation to improving digital access and increased contacts is documented on page 4 of the report.			

## Well-being Objective: 4.1

### Modernising & Integrating Our Public Service



#### 200. **Assets and Property: Modernise the management and operation of the Councils estate (Green)**

Implementation of the Corporate Landlord programme is progressing. Temporary arrangements have been put in place to improve Corporate Landlord Management expertise and capacity to take forward the implementation of a Corporate Landlord approach by April 2019. Corporate Landlord services comprise Facilities Management, Strategic Estates, Property Services, Health & Safety, Schools Organisation Programme and Major Projects. Key strands of work being progressed include:

- Completed Phase 1 programme of Condition Surveys to understand in detail the condition of all of the Council's assets. Phase 2 is underway and we anticipate all surveys on site will be completed by the end of Quarter 3. The information will inform the development of a Planned/Reactive Maintenance Programme with a view to rolling out the programme in 2019/20
- Utilisation Surveys are on course to be completed by the end of Quarter 3
- A comprehensive review of the Council's land and non-operational estate has been undertaken with a view to presenting a Non-Operational Estates Strategy to Cabinet in Quarter 3
- Investment Review Board (IRB) approved the Phase 1 business case for the new property management IT system. Phase 1 will focus on implementation of Strategic Estates data and systems with a view to full commissioning in Quarter 1 2019/20
- A new 'One Front Door' approach is being rolled out providing a single telephone contact number and an IT front desk for all building related queries and job requests to be logged and managed. The 'One Front Door' is intended to improve communication with occupiers of Council owned property and a pilot will initially be undertaken with schools.

Performance Indicators	Cumulative Result		Annual Target
	Q1	Q2	
Reduce the Gross internal area (GIA) of buildings in Operational Use	0%	0.4%	4%
Reduce the total running cost of occupied operational buildings	0.03%	0.83%	3.1%
Reduce the maintenance backlog	0.01%	1.11%	5.4% reduction
Capital Income generated	£400k	£432k	£15.19m
The above KPIs', although recorded on a quarterly basis in terms of progress, are only assessed in terms of performance on an annual basis and therefore will not be given a RAG rating until Q4. This is because the nature of these indicators – they are to different degrees impacted by market forces, significant change programmes and long and unpredictable lead in times - makes it very difficult to reliably profile performance on a quarterly basis to compare against and could potentially suggest a misleading picture if short term targets were missed even though long term targets (The directorate operate a 5 year Corporate Land and Property Plan) may still be achievable.			

#### 201. **Improve the Health and Wellbeing of our employees (Amber)**

As a result of the action plans developed from the focus groups that took place in Quarter 1, two pilots are taking place relating to vaccinations. The first pilot will be Flu Vaccination Clinic sessions for Social Services staff including home carers and the second pilot will be a Flu vaccination voucher scheme for all staff working in Special Schools across Cardiff.

## Well-being Objective: 4.1

### Modernising & Integrating Our Public Service



202. The APSE action plan was scrutinised by Policy Review and Performance Committee (PRAP) in September, this received positive feedback from PRAP; in particular to initiatives relating to signposting to Council Wellbeing Services by GP surgeries, the flu vaccine programme for frontline staff and the physiotherapy sessions. It also made recommendations for further development work for monitoring schools uniformity of sickness absence policy application and a detailed comparison of best practice in Merthyr Tydfil and Glasgow Councils as they perform well compared to other Welsh Councils and Core Cities respectively.
203. Work has also been undertaken to introduce Occupational Health (OH) Briefings for Managers, two events have been held so far with the intention of these briefings to provide an opportunity to raise the awareness of OH and the Employee Assistance Programme (EAP) services offered. The target audiences will be Managers and there will be a questions and answer session at the end of the presentations.

Performance Indicator	Result		Annual Target
	Q1 Forecast	Q2 Forecast	
The number of working days / shifts per full time equivalent (FTE) employee lost due to Sickness Absence	10.15	10.41	9.5
The Quarter 2 sickness absence figure is 4.73 FTE days lost per employee (forecasting at 10.41 FTE days lost) across the council with 90.89% compliance for Return to Work. The sickness absence figure equates to 53,308 total number of days lost to sickness.			

204. **Support staff development (Green)**

The year-end personal review survey results have been communicated to managers and staff; 585 employees shared their views on the personal review process; 74% felt they were able to discuss their health and wellbeing with their manager, 88% had an opportunity to meet their line manager face to face and over half agreed the new process feels more personal.

205. **Get people and Communities more involved in decisions (Amber)**

With only a few meetings using webcasting being uploaded to “Facebook live” this quarter, there is insufficient consistent data available within this period to make an accurate evaluation. The use of Facebook “Live” will continue with the intention of undertaking a full evaluation during Quarter 3.

206. In response to the Wales Audit Office (WAO) report ‘Fit for the Future’, Scrutiny Officers and the Head of Democratic Services have developed a draft action plan which was considered by the Senior Management Team on 25<sup>th</sup> September and Policy Review and Performance (PRAP) Committee on 3<sup>rd</sup> October 2018.

207. The results for the performance indicator relating to the publication of draft committee minutes below have been recalculated following improvement work in relation to the definition. An 80% target is deemed good practice amongst peers. Process improvements introduced by the new Head of Democratic Services in Quarter 1 have impacted positively on the Quarter 2 result.

## Well-being Objective: 4.1

### Modernising & Integrating Our Public Service



Performance Indicator	Result		Annual Target
	Q1	Q2	
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held.	44%	59%	80%
An 80% target is deemed good practice amongst peers. The results for the performance indicator relating to the publication of draft committee minutes below have been recalculated following improvement work in relation to the definition. Process improvements introduced by the new Head of Democratic Services in Quarter 1 have impacted positively on the Quarter 2 result.			
The number of external contributors to Scrutiny meetings	2,300	1,419	140
1389 responses to the Litter survey and 20 participants in a Litter & Fly tipping volunteer workshop			

208. **Ensure that the Council's consultation and engagement work is as representative as possible (Green)**  
 Consultation has been carried out for the Transport and Clean Air Paper, integrating changes in approach to carrying out citizen engagement as discussed at Quarter 1.
209. Hard copies of the survey were distributed to community buildings. Returns were monitored and analysed to ascertain where there were low returns geographically and demographically, to enable us to target our resources. These were identified as groups from the East and West of the City, younger people and ethnic minorities.
210. Various targeted work was carried out including:
- Engagement with two high schools (Eastern High and Cardiff West) using the Green Paper Survey as part of Geography lessons with year 9 groups
  - Engagement work was carried out with the Cardiff Youth council
  - Engagement work in Llanrumney with an older persons forum
  - Breakfast meetings with local City Centre business that might be affected by the proposals
  - Work with Race Equality first and C3SC to ensure that minority groups were reached
  - Work with local FAN groups (Friends and Neighbour groups) set up for groups whose first language is not English
211. **Champion Equality and Diversity, making sure that citizens' rights are protected in any changes to our public services (Amber)**  
 The Budget Equality Impact Assessment (EIA) process is underway with each budget proposal EIA rating being reviewed, we will continue to provide advice to directorates on their initial EIA's, to ensure that consideration is given to any impact the budget proposals may have on the protected characteristics.
212. We continue to meet our pledge to the BSL Charter by meeting with our Deaf community on a regular basis. An Action Plan is being developed to meet our commitment under the Charter, and will be sent to the Trustees of Cardiff Deaf Centre for approval once complete.

## Well-being Objective: 4.1

### Modernising & Integrating Our Public Service



213. Introducing a comprehensive service user Equalities monitoring system has proved difficult. New legislation such as the Wellbeing of Future Generations Act and the Social Services Well-Being Act will likely need monitoring data to demonstrate service user engagement and involvement in the work undertaken in service development/redesign. Work will continue to embed and mainstream a comprehensive monitoring process.

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**2018/19**

**Q2 Performance Report Appendix**

**High level summary by Wellbeing Objectives**

## Corporate Plan Steps Assessment Criteria

Directorates are asked to self-assess the RAG rating for each of the corporate plan steps for which they are the lead directorate using the following criteria:

### **Red**

A Step should be ragged as **Red** when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate e.g. SMT, enabling services etc. At the time of writing it is unlikely that the Step will be delivered within the agreed time frame / or at all.

### **Amber**

A Step should be ragged as **Amber** when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the Step will still be delivered within the agreed time frame.




### **Green**

A Step should be ragged as **Green** when there are no issues with progress / performance, and at the time of writing the Step will be delivered within the agreed time frame.

## Corporate Plan KPIs Assessment Criteria

Directorates provide KPI results against target. The KPI RAG rating is then calculated using a set formula as follows:

Key:

-  Red - indicator result is 10% or more away from target
-  Amber - indicator result is within 10% of target
-  Green - indicator result is on or above target

**Direction of Travel (Prior Year)** - The “direction of travel” will be indicated for each KPI (where available). This is identified by comparing the current quarter against the same reporting period in the previous financial year. For example the Quarter 1 result for 2018-19 will be compared to the Quarter 1 result for 2017-18. An annual result for 2018-19 will be compared to the annual result for 2017-18 – most will not be available until year-end.

Improved



Maintained



Declined



## Well-Being Objective: Cardiff is a great place to grow up

61.5%

38.5%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings, to improve learner outcomes. (ELLL)	During the academic year 2017/18 and beyond.				
Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high quality places are available to meet the current and projected need. (ELLL)	2017 - 2022				
Complete the remaining schemes within the £164m 'Band A' programme of investment in schools, which will result in the opening of <b>5 new primary schools</b> , including two Welsh medium schools and 1 new secondary school. (ELLL)	Autumn 2018				
	Spring 2019				
Ensure the best outcomes for children and young people for whom the Council becomes responsible by: <ul style="list-style-type: none"> <li>Improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship Scheme. (SS)</li> <li>Embedding the Corporate Parenting Strategy across the Council and partners to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children.</li> <li>Improving the Council's capacity to commission and provide high-quality, cost-effective placements within the Cardiff area, reducing the need for Looked After Children to be placed out of area.</li> </ul>	During 2018/19				
	March 2019				
	March 2023				
Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management, targeting increased investment in schools that require priority action. (ELLL and ED)	March 2019				
Deliver the new schemes within the £284m 'Band B' programme of school investment to: <ul style="list-style-type: none"> <li>Increase the number of school places available.</li> <li>Improve the condition of school buildings.</li> <li>Improve the teaching and learning environment. (E&amp;LL)</li> </ul>	April 2019 to 2024				
Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Board and consider recommendations for change / improvement with a view to implementing changes. (SS)	March 2020				
Promote and fulfil Children's rights by building a Child Friendly City in partnership with UNICEF UK, over the three years to 2021. (E&LL)	2021				
Continue to raise standards achieved by learners in Cardiff schools and support schools in developing the 'Successful Futures' curriculum to be in operation. (E&LL)	2022				

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Enhance Early Help by to support children and families before their needs escalate to the point that they require statutory interventions by • Agreeing a refreshed Early Help / Preventative Strategy • Piloting a ‘Children First’ approach during 2018/19 to join up multi-agency preventative services and funding in order to improve early help to children and families in Ely and Caerau. • Identifying opportunities to deploy grant streams more effectively under new “Funding Flexibilities” arrangements. (P&C and SS)	March 2022 (Children First Approach during 2018-19)	Yellow	Yellow	White	White
Embed the Disability Futures Programme to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families. (SS)	March 2023	Green	Green	White	White
Improve the educational attainment of pupils eligible for free school meals by • Highlighting and transferring best practice in schools which are effective in ensuring that economic disadvantage does not limit educational achievement. • Increasing the level of challenge and support to schools where pupils eligible for free school meals are underperforming (E&LL)		Yellow	Yellow	White	White
Support young people into education, employment or training by delivering the Cardiff Commitment, which will include: • Engaging city businesses to open up careers and enterprise opportunities to schools; • Implementing a digital platform to empower schools, young people and business to connect; • Introducing programmes of support to enable vulnerable young people to progress into employment; • Transforming information management processes to identify, track and support young people pre and post 16. (E&LL)		Yellow	Green	White	White

## Well-Being Objective: Cardiff is a great place to grow up

9.1%	27.3%	27.3%	9.1%	27.3%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of schools categorised as 'Green' – Primary (E&LL)	Q1	Q2	Q3	Q4	58%	Available Q4 (Jan 2019)	Annual
	N/A	N/A					
The percentage of schools categorised as 'Green' – Secondary (E&LL)	Q1	Q2	Q3	Q4	44%	Available Q4 (Jan 2019)	Annual
	N/A	N/A					
The percentage of schools categorised as 'Green' – Special (E&LL)	Q1	Q2	Q3	Q4	71%	Available Q4 (Jan 2019)	Annual
	N/A	N/A					
The Average Capped Nine Points Score achieved by Key Stage 4 pupils ( <i>This calculation is based on a pupil's results from nine of the qualifications available in Wales.</i> ) (E&LL)	Q1	Q2	Q3	Q4	370	Provisional result	Annual
	N/A	361					
The percentage of pupils achieving the Level 2+ threshold at the end of Key Stage 4 (pupils achieving 5 GCSEs A*-C including English or Welsh and Mathematics) (E&LL)	Q1	Q2	Q3	Q4	65%	Provisional result	Annual
	N/A	60.00%					
The percentage of pupils achieving the Level 1 threshold at the end of Key Stage 4 (5 GCSEs A*-G) (E&LL)	Q1	Q2	Q3	Q4	95.4%	Provisional result	Annual
	N/A	94.00%					
The percentage of pupils achieving the Core Subject Indicator (CSI) at the end of Key Stage 2 (E&LL)	Q1	Q2	Q3	Q4	90.2%	Provisional result	Annual
	N/A	90.2%					
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not. (E&LL)	Q1	Q2	Q3	Q4	12	Provisional result	Annual
	N/A	9.6					
The attainment gap in the Level 2+ threshold at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not. (E&LL)	Q1	Q2	Q3	Q4	30	Provisional result - indicates a widening of the gap - 1.5ppts larger	Annual
	N/A	34.2					
The percentage of children securing one of their first three choices of school placement – Primary (E&LL)	Q1	Q2	Q3	Q4	95%	Provisional result	Annual
	N/A	95%					
The percentage of children securing one of their first three choices of school placement – Secondary (E&LL)	Q1	Q2	Q3	Q4	82%	Provisional result	Annual
	N/A	82%					

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (E&LL)	Q1	Q2	Q3	Q4	98.5%		Annual
	N/A	N/A					
The percentage attendance – Primary (E&LL)	Q1	Q2	Q3	Q4	95.2%		Annual
	N/A	94.79%					
The percentage attendance – Secondary (E&LL)	Q1	Q2	Q3	Q4	94.5%		Annual
	N/A	94%					
The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4 (E&LL)	Q1	Q2	Q3	Q4	25%		↑
	N/A	14.3%					
The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2 (E&LL)	Q1	Q2	Q3	Q4	77%		↑
	N/A	84.20%					
The percentage of children in regulated placements who are placed in Cardiff (SS)	Q1	Q2	Q3	Q4	63%	381 / 662 of children placed in Cardiff.	↓
	59.60%	57.6%					
The number of schools designated as Rights Respecting Schools in Cardiff (E&LL)	Q1	Q2	Q3	Q4	22		↑
	N/A	35 (P)					
The % of children receiving support from the Adolescent Resource Centre (edge of care) who are receiving less than 25 hours of education provision a week	Q1	Q2	Q3	Q4	New Indicator Baseline being set	8 / 12 young people in receipt of less than 25 hours of education when they started receiving services	New
The percentage attendance of looked after pupils whilst in care in secondary schools (SS)	Q1	Q2	Q3	Q4	95%		Annual
	N/A	N/A					
The percentage of all care leavers in education, training or employment 12 months after leaving care (SS)	Q1	Q2	Q3	Q4	62%		Annual
	N/A	N/A					
The percentage of referrals to the Multi Agency Safeguarding Hub (MASH) that meet the intervention threshold. (SS)	Q1	Q2	Q3	Q4	New Indicator Baseline being set		New
	21.86%	19.89%					

## Well-Being Objective: Cardiff is a great place to grow older

25.0%




75.0%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Consolidate Cardiff's status as a recognised Dementia Friendly City to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include • Phase 1: Refurbishing existing day centres to provide dementia support; • Phase 2: Establishing a specialist dementia day service in partnership with the University Health Board. (SS)	2018-19				
Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include • Promoting the First Point of Contact Service to prevent unnecessary hospital admissions; • Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge; • Extending the scope of services to the Independent Living Services; • Extending Direct Payments to more people; • Establishing re-ablement as the unifying model for the provision of community based domiciliary care. (P&C and SS)					
Deliver the older person's strategy to support independent living, including fully understanding their housing needs and aligning work between People & Communities, Health and Social Services. (P&C)					
Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners. (P&C)					

## Well-Being Objective: Cardiff is a great place to grow older

50.0%	37.5%	12.5%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
Adults who are satisfied with the care and support they received. (SS)	Q1	Q2	Q3	Q4	New indicator, baseline being set		Annual
	N/A	N/A					
Adults reporting that they felt involved in any decisions made about their care and support. (SS)	Q1	Q2	Q3	Q4	New indicator, baseline being set		Annual
	N/A	N/A					
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services. (P&C)	100%	100%			95%	Actual Q2 result - 99.27% 136 / 137 clients. YTD 100% due to rounding	New
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later. (SS)	Q1	Q2	Q3	Q4	New indicator, baseline being set		Annual
	N/A	N/A					
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services. (P&C)	74.96%	74.98%			72%	Actual Quarter 2 result - 75.24% 623 / 828 cases dealt with	
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date). P&C)	Q1	Q2	Q3	Q4	190	Actual Q2 result - 177	
	187	183					
The percentage of Telecare calls resulting in an ambulance being called out. (R)	Q1	Q2	Q3	Q4	10%	72 / 1,254. Calls. RAG rating not appropriate	N/A
	5.25%	5.74%					
The percentage of people who feel reconnected into their community through intervention from day opportunities. (P&C)	Q1	Q2	Q3	Q4	70%		
	88%	91%					



## Well-Being Objective: Supporting People out of Poverty

12.5%

87.5%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Create more paid apprenticeships and trainee opportunities within the Council (R)	March 2019				
Launch a Social Responsibility policy to ensure that local people and local communities benefit from the money the council spends on goods and services. (R)	March 2019				
Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019/22.					
Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit. (P&C)					
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers. (R)					
Better support people into work by integrating employment support services. (P&C)					
Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services. (P&C and E&LL)					
Deliver the Rough Sleeper Strategy to address rough sleeping in the city. (P&C)					

## Well-Being Objective: Supporting People out of Poverty

20.0%		80.0%								
Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set					
Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)			
	Q1	Q2	Q3	Q4						
The number of people receiving into work advice through the gateway (P&C)	10,331	21,726			43,000	Actual Q2 result - 11,395	New			
The number of clients that have been supported into employment having received tailored support through the gateway (P&C)	252	449			623	Actual Q2 result - 197	New			
The number of employers that have been assisted by the Council's employment support service (P&C)	87	174			80	Actual Q2 result - 87	New			
The number of opportunities created for paid apprenticeships and traineeships within the Council (R)	97	123			100		↑			
The number of customers supported and assisted with their claims for universal credit (P&C)	416	2,170			1,500	Actual Q2 result - 1,403	↑			
Additional weekly benefit identified for clients of the City Centre Advice Team (P&C)	£3.7m	£7.4m			£13m	Actual Q2 Result £3,653,616	↓			
The number of rough sleepers assisted into accommodation (P&C)	55	83			168		↓			
The % of households threatened with homelessness successfully prevented from becoming homeless. (P&C)	68%	68%			60%	301 / 443 households, prevented	↓			
The % of people who experienced successful outcomes through the Homelessness Reconnection Service. (P&C)	60%	66.67%			70%	Actual Quarter 2 result - 74.07%	↑			
The % of clients utilising Housing First for whom the cycle of homelessness was broken. (P&C)	100%	100%			50%	All 5 clients successfully maintaining tenancies	New			

## Well-Being Objective: Safe, Confident and Empowered Communities

40.9%

59.1%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Implement the National Community Cohesion Action Plan 2017/2020, and undertake a review of the Local Delivery Plan in April 2018. Activities will include: <ul style="list-style-type: none"> <li>Working collaboratively with the Welsh Government to support engagement with communities experiencing exclusion or prejudice;</li> <li>Supporting the National Hate Crime Report and Support Centre by encouraging victims of hate crime to report incidents to the police or third-party reporting centres. (R)</li> </ul>	April 2018	Green	Yellow	White	White
Help prevent violence against women, domestic abuse and sexual violence by developing a regional strategy, implementing the newly-commissioned services for female victims and exploring a regional service for male victims by. (P&C)	Summer 2018	Green	Yellow	White	White
Continue to develop the Community Hub and Well-being programme in collaboration with the University Health Board and other partners. Activities include: <ul style="list-style-type: none"> <li>Completing the extended St Mellons Community Hub by Summer 2018;</li> <li>Working with partners to investigate other Hub projects such as: <ul style="list-style-type: none"> <li>- Developing additional library-based Hub facilities;</li> <li>- Developing a network of youth service Hubs. (P&amp;C)</li> </ul> </li> </ul>	Summer 2018	Green	Green	White	White
Review and reform the Community Safety Partnership governance and delivery arrangements to focus on shared priorities. (R)	October 2018	Green	Yellow	White	White
"Invest in the regeneration of local communities by: <ul style="list-style-type: none"> <li>Schemes programme</li> <li>Completing the further development of the Butetown Pavilion Scheme;</li> <li>Completing a new retail parade of 9 shop units as part of the Maelfa redevelopment</li> <li>Launching a further round of the Neighbourhood Renewal</li> <li>Exploring opportunities for further long-term investment through the Targeted Regeneration Investment Programme"(P&amp;C)</li> </ul>	Autumn 2018  Spring 2019;	Green	Green	White	White
Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services, where the commissioning and delivery of services is evidence-based, outcome-focussed and commercially sound. (SS)	Throughout 2018-19	Yellow	Yellow	White	White
Develop a new major events strategy to deliver events in the city for the next 5 years. (ED)	2019	Green	Green	White	White

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Empower people with a learning disability to be more independent by developing a Regional Learning Disabilities Strategy. (SS)	March 2019	Green	Green		
Ensure children and adults are protected from risk of harm and abuse by: <ul style="list-style-type: none"> <li>Revising the Child Sexual Exploitation Strategy to encompass new and emerging themes of child and adult exploitation;</li> <li>Raising awareness among public and professionals safeguarding issues for the duration of the plan;</li> <li>Continuing implementation with key partners of the 'Signs of Safety' model, a strength-based, whole-service methodology for working with children and families in need of care and support for completion</li> <li>Designing and implement a parallel model in Adult Services. (SS)"</li> </ul>	March 2019  2022  2022	Yellow	Yellow		
Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 and ensuring that all relevant professionals are appropriately qualified. (SS)	2020	Yellow	Yellow		
Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by • Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; • Expanding the provision of Welsh medium education and promoting Welsh in English medium education. (R and E&LL)	2017-2022	Green	Green		
Respond to the Parliamentary Review of Health and Social Care in Wales, which makes the case for reforming Wales' health and care system, particularly the way care and support is provided. (SS & P&C)		Green	Green		
Ensure that the Council's Corporate Safeguarding Strategy is implemented. (All Directorates)		Green	Green		
Prevent children entering the criminal justice system and work with those already in the criminal justice system to reduce their reoffending through the interventions delivered by the Cardiff Youth Offending Service. (SS)		Yellow	Yellow		
Tackle substance misuse in the city by undertaking a review of the risk factors with a focus on supporting young people. (R)		Green	Yellow		
Deliver the Night Time Economy Strategy – working with Public Services Board partners. (R)		Green	Green		
Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties. (R)		Green	Green		





Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Deliver Phase 2 of the neighbourhood partnership scheme to: • Give people a voice in shaping Council services; • Better connect people with local service providers and activities in their Neighbourhoods. (P&C and R)					
Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces. (ED)					
Work with partners to develop strategic plans for the development of sport and culture in the city that secure increases in participation and attract investment in our facilities. (ED)					
Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality. (ED)					
Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council. (ED)					

## Well-Being Objective: Safe, Confident and Empowered Communities

29.4%	5.9%	47.1%	17.6%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of Council Staff completing Safeguarding Awareness Training. (R)	13.59%	19.62%			50%	1,227 employees have completed the module	New
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff. (P&C)	16%	27%			100%	1,475 in Q2, making a total of 3,566 against a headcount of 13,332	↑
The total number of children and adults in need of care and support using the Direct Payments Scheme (local). (SS)	802	845			910		↑
The percentage of Children's Services Social Work Vacancies. (SS)	27.7%	31.20%			18%	165.4 vacancies / 529.8 posts over the quarter.	↓
The number of children entering the criminal justice system. (SS)	35	25			18	Improved performance as procedural changes are embedded	↓
The percentage of customers satisfied with completed regeneration projects. (P&C)	83%	91%			70%		New
The number of visitors to libraries and Hubs across the city. (P&C)	634k	1.3m			3.3m	Actual Q2 result - 691,407	↓
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'. (P&C)	97%	98%			95%	Actual Q2 result - 99%. 1,644 / 1,668 people	↑
The number of visits (hits) to the volunteer portal. (P&C)	13,363	31,330			50,000	Actual Q2 Result - 17,967 (page views)	New
The number of Council employees who have undertaken Welsh Language Awareness training. (R)	N/A	N/A			Increase current levels		Annual

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The number of Council employees who have undertaken Welsh Language training. (R)	Q1	Q2	Q3	Q4	Increase current levels		Annual
	N/A	N/A					
The number of Green Flag Parks and Open Spaces. (ED)	Q1	Q2	Q3	Q4	12		Annual
	N/A	N/A					
The number of volunteer hours committed to parks and green spaces. (ED)	Q1	Q2	Q3	Q4	18,000		
	4,803	3,892					
The number of individuals participating in parks/ outdoor sport. (ED)	Q1	Q2	Q3	Q4	170,000		
	39,699	32,173					
Total number of children aged 7-16 engaged in Sport Cardiff-led activities. (ED)	Q1	Q2	Q3	Q4	30,000		
	6,802	4,446					
The number of attendances at our leisure facilities. (ED)	Q1	Q2	Q3	Q4	1.499m		
	367k	358k					
Attendance at Commercial Venues. (ED)	Q1	Q2	Q3	Q4	879,800		New
	213.5k	228.5k					

## Well-Being Objective: A Capital City that Works for Wales

9.1%

90.9%



Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper. (ED)	2018				
Begin work on a new Bus Station as part of an Integrated Transport Hub. (ED)	2018				
Agree the business plan for the regeneration of Central Station and begin construction by 2019. (ED)	2018 2019				
Develop a Music Strategy to promote the city as a music destination. (ED)	October 2018				
Develop a new vision and masterplan for Cardiff Bay including the next phase of development of the International Sports Village. (ED)	End of 2018				
Develop a business plan to protect the city's historic assets. (ED)	End of 2018				
Develop a plan for a new mixed-use development at Dumballs Road. (ED)	2019				
Launch a new Industrial Strategy for East Cardiff, aligned to the completion of the Eastern Bay Link. (ED)	2019				
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft <sup>2</sup> of 'Grade A' office space at Metro Central. (ED)	2020				
Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events. (ED)					
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region. (ED and PTE)					



## Well-Being Objective: A Capital City that Works for Wales

25.0%	25.0%	50.0%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
New and safeguarded jobs in businesses supported by the Council, financially or otherwise. (ED)	Q1	Q2	Q3	Q4	500		
	783	359					
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	Q1	Q2	Q3	Q4	150,000		
	0	0					
Number of staying visitors. (ED)	Q1	Q2	Q3	Q4	2% Increase (Approx. 40,000)		Annual
	N/A	N/A					
Total visitor numbers. (ED)	Q1	Q2	Q3	Q4	3% Increase (Approx. 630,000)		Annual
	N/A	N/A					

## Well-Being Objective: Cardiff grows in a resilient Way

21.4%

78.6%



Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Develop an outline business case for the District Heat Network proposal, subject to National Government Capital Grant award and Capital Budget approval. (PTE)	Spring 2018				
Launch the on street bike hire scheme (PTE)	May 2018				
Deliver the Annual Parking Report (August 2018) that includes enforcement activity and progress on the parking strategy as well as an assessment of pavement parking (December 2018). (PTE)	August 2018				
Develop a City Food Strategy supporting local food growth, sustainable use and street food. (PTE)	September 2018				
Develop a 'Total Street' delivery plan to keep streets and public spaces clean and well maintained. (PTE)	September 2018				
Progress a 5 Megawatt solar farm at Lamby Way by submitting a bid for planning consent in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral. (PTE)	November 2018				
Develop and launch a new Transport & Clean Air Vision for the city. (PTE)	September 2018				
Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes. (PTE)	December 2018				
Develop a spatial masterplan to create new high quality, shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods. (PTE)	2018/19				
Make Cardiff roads safer by implementing 20mph speed limits through a phased programme of delivery, focusing on Gabalfa, Butetown and Grangetown. (PTE)	2018/19				
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document. (PTE)	January 2019				
Develop options for long-term regional partnership recycling infrastructure arrangements (PTE)	March 2019				
Develop an electric vehicles strategy. (PTE)	December 2019				
Undertake a scoping assessment for a Clean Air Zone in Cardiff (PTE)	December 2019				
Ensure every school in Cardiff has developed an Active Travel plan - including training and/or infrastructure improvements. (PTE)	2020				




Steps	Target completion date	RAG Status			
Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway (PTE)	2021	Q1	Q2	Q3	Q4
Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022. (P&C)	May 2022	Q1	Q2	Q3	Q4
Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes. (PTE)	2026	Q1	Q2	Q3	Q4
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory groups. (PTE)		Q1	Q2	Q3	Q4
Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full-scale resurfacing works. (PTE)		Q1	Q2	Q3	Q4
Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of re-use centres (PTE)		Q1	Q2	Q3	Q4
Undertake targeted education campaigns in communities where recycling rates are low. (PTE)		Q1	Q2	Q3	Q4
Consult on amendments to Recycling Waste Strategy and collections – including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling and implementing the new approach in order to meet the new Welsh Government blueprint for increasing recycling (PTE)		Q1	Q2	Q3	Q4
Support the delivery of high-quality and well-connected communities - as described by the Council's Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites. (PTE)		Q1	Q2	Q3	Q4
Tackle fly-tipping, littering and highway licensing (PTE)		Q1	Q2	Q3	Q4
Develop a Climate Change Investment Policy for consideration by the Pensions Committee by December 2018, in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales. (R)		Q1	Q2	Q3	Q4
Improve the productivity and performance of Street Scene Services by reviewing a range of customer focussed APSE benchmark indicators to establish relative performance and identify opportunities for further improvement. (PTE)		Q1	Q2	Q3	Q4
Explore opportunities for a new Household Waste Recycling Centre by reviewing all site options within Local Development Plan allocated areas as well as established communities. (PTE)		Q1	Q2	Q3	Q4

## Well-Being Objective: Cardiff grows in a resilient Way

5.6%	38.9%	11.1%	44.4%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of municipal waste collected and prepared for re-use and / or recycled (PTE)	Q1 NYA	Q2 NYA	Q3	Q4	62%	NRW Validation	Not yet available
The maximum permissible tonnage of biodegradable municipal waste sent to landfill (PTE)	Q1 NYA	Q2 NYA	Q3	Q4	<33,557 tonnes	NRW Validation	Not yet available
Number of investigations and enforcement actions per month (PTE)	Q1 2,180	Q2 4,626	Q3	Q4	250 per month	Q2 result is 2,446	New
Number of education and engagement actions per month (PTE)	Q1 3,358	Q2 3,641	Q3	Q4	250 per month	Q2 result is 283	New
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes (PTE)	Q1 N/A	Q2 N/A	Q3	Q4	46.3%		Annual
Percentage reduction in carbon dioxide emissions from Council buildings (PTE)	Q1 N/A	Q2 N/A	Q3	Q4	2%		Annual
The level of NO2 across the city (PTE)	Q1 N/A	Q2 N/A	Q3	Q4	35µg/m3		Annual
Percentage of principal (A) roads that are in overall poor condition (PTE)	Q1 N/A	Q2 N/A	Q3	Q4	5%		Annual
Percentage of non-principal/classified (B) roads that are in overall poor condition. (PTE)	Q1 N/A	Q2 N/A	Q3	Q4	7%		Annual
Percentage of non-principal/classified (C) roads that are in overall poor condition (PTE)	Q1 N/A	Q2 N/A	Q3	Q4	7%		Annual
Total number of new Council homes completed and provided (P&C)	Q1 23	Q2 36	Q3	Q4	200	Current projections indicate that 140 new homes will be delivered by 31.3.19	New
Percentage of householder planning applications determined within agreed time periods (PTE)	Q1 95.18%	Q2 93.58%	Q3	Q4	80%		
The percentage of major planning applications determined within agreed time periods (PTE)	Q1 93.75%	Q2 85.71%	Q3	Q4	25%		

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of affordable housing at completion stage provided in a development on greenfield sites (PTE)	Q1	Q2	Q3	Q4	30%		Annual
	N/A	N/A					
The percentage of affordable housing at completion stage provided in a development on brownfield sites (PTE)	Q1	Q2	Q3	Q4	20%		Annual
	N/A	N/A					
The percentage of highways inspected of a high or acceptable standard of cleanliness (PTE)	Q1	Q2	Q3	Q4	90%		
	94.34%	92.86%					
The percentage of reported fly tipping incidents cleared within 5 working days (PTE)	Q1	Q2	Q3	Q4	90%		
	99.87%	99.66%					
The percentage of reported fly tipping incidents which lead to enforcement activity (PTE)	Q1	Q2	Q3	Q4	70%		
	90.17%	94.64%					

## Well-Being Objective: Modernising and Integrating our Public Services

42.9%

57.1%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Ensure that the Council's consultation and engagement work is as representative as possible through reviewing and refreshing the Council's citizen engagement tools, including the Citizen Panel. (R)	June 2018				
Progress the Council's Digital First Agenda by undertaking a service review of ICT. This will include • Assessing the Council's ICT infrastructure to identify opportunities for Cloud-Based solutions. • Mapping business processes to identify opportunities for simplification, integration and automation. (R)	December 2018				
Assets and Property: Modernise the management and operation of the Council's estate to achieve fewer but better buildings by • Completing the comprehensive review of the Council's estate; • Fully establishing the new Corporate Landlord delivery model and ensure all of the Council's estate is compliant. (ED)	End of 2018				
Improve the health and well-being of our employees by reducing sickness absence through continued monitoring, compliance and support for employees and managers. (R)	March 2019				
Support staff development by further improving the Personal Review scheme so that every employee has the opportunity to have a conversation about their development and performance. (R)	March 2019				
Champion equality and diversity, making sure that citizens' rights are protected in any changes to our public services, by implementing year three of the Council's Strategic Equality Plan 2016-2020. (R)					
Get people and communities more involved in decisions. (G&L)					

## Well-Being Objective: Modernising and Integrating our Public Services

14.3%	7.1%	7.1%	35.7%	35.7%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
Reduce the gross internal area (GIA) of buildings in operational use (ED)	Q1	Q2	Q3	Q4	4%		
	0.00%	NYA					
Reduce the total running cost of occupied operational buildings (ED)	Q1	Q2	Q3	Q4	3.1%		
	0.03%	NYA					
Reduce the maintenance backlog (ED)	Q1	Q2	Q3	Q4	5.4% reduction		
	0.01%	NYA					
Capital income generated (ED)	Q1	Q2	Q3	Q4	£15.19m		
	£400k	NYA					
The number of customer contacts to the Council using digital channels (R)	Q1	Q2	Q3	Q4	10% increase	Actual Q2 result is approx. 50,000 more contacts than Q2 2017-18	↑
	212k	385k					
Percentage of staff that have completed a Personal Review (excluding school staff) (R)	Q1	Q2	Q3	Q4	100%	Figures not compiled in Q2	Not Applicable
	97.26%	N/A					
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence. (R)	Q1	Q2	Q3	Q4	9.5	Actual Q2 result - 4.73 days lost per FTE	↑
	10.15	10.41					
Maintaining customer/citizen satisfaction with Council Services (R)	Q1	Q2	Q3	Q4	75%		Annual
	N/A	N/A					
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held. (G&L)	Q1	Q2	Q3	Q4	80%		↑
	44%	59%					
The number of external contributors to Scrutiny Meetings (G&L)	Q1	Q2	Q3	Q4	140	1389 responses to Litter survey	↑
	2,300	1419					
The total number of webcast hits: Full Council (G&L)	Q1	Q2	Q3	Q4	2,500		New
	N/A	N/A					
The total number of webcast hits: Planning Committee (G&L)	Q1	Q2	Q3	Q4	2,000		New
	N/A	N/A					
The total number of webcast hits: Scrutiny (G&L)	Q1	Q2	Q3	Q4	500		New
	N/A	N/A					
The percentage of voter registration (G&L)	Q1	Q2	Q3	Q4	90%		Annual
	N/A	N/A					

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**ACYNGOR CAERDYDD**

**CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE**

**SCRUTINY COMMITTEE**

**14 November 2018**

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**Committee Business Report:**

- Task & Finish Inquiry of the Committee - Scrutiny Impact
  - Correspondence - 2018/19 work programme
  - Budget Scrutiny 2019/20 - training needs
- 

**Reason for this Report**

1. To deal with Committee business, specifically,
  - a. To seek Committee's agreement to the commencement of an inquiry into Scrutiny Impact, and for the Terms of Reference that will form the focus of its work.
  - b. To advise Members of the correspondence between Committee and Cabinet since commencing the 2018/19 work programme.
  - c. To seek Members 2019/20 budget training needs.

**Task & Finish Inquiry**

2. The Committee developed its work programme for 2018/19 over the summer, during which the need to evaluate and evidence the impact of the work of the five scrutiny committees on the delivery of Council services was identified as a priority for an inquiry focus.
3. At its meeting on 12 September 2018, the Committee agreed its work programme, to include proceeding with an inquiry into the Impact of Scrutiny across the Council. Three Members volunteered to undertake this inquiry on behalf of the Committee. Councillor David Walker (Chair), Councillor Joe

Boyle, and Councillor Norma Mackie comprise this politically balanced Task and Finish group.

4. Attached at **Appendix 1** is a proposed Scoping Summary Sheet for the inquiry, setting out the Terms of Reference, timescales, and potential contributors to the inquiry.

### **Correspondence**

5. Following Scrutiny Committee meetings, the Chair writes a letter on behalf of all Members, to the relevant Cabinet Member or senior officer, summing up the Committee’s comments, concerns and recommendations regarding the issues considered during that meeting. The Committee are routinely copied in to the letter when it is forwarded to the Cabinet Member. Depending on the issues highlighted, the letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.
2. Attached to this report at **Appendix 2a-2g** are copies of all correspondence since September 2018. For ease of reference, this is summarised in the table below.

<b>Committee</b>	<b>Scrutiny</b>	<b>Appendix</b>
12 September	Budget Strategy – social services	2a
	Cabinet Response	2b
12 September	Sickness Absence	2c
	Cabinet Response	2d (i)&(ii)
3 October	WAO Annual Improvement Report 2017-18	2e
	Cabinet Response	2f

3 October	WAO Scrutiny Review – Fit for the Future	2g
	Cabinet Response	outstanding
3 October	Statutory Well-being Report 2017-18	2h
	Cabinet Response	outstanding/ not requested

### **Budget Scrutiny Training 2019/20**

6. The Democratic Services Committee on 1 October 2018 agreed the delivery of a Member development session on Budget Scrutiny in 2019. The intention is that this session should focus on skills required for formal scrutiny of the budget, however should be open to all Members to attend.
7. Scrutiny Committees will formally consider the Draft Budget between 18 and 20 February 2019, and it is suggested that member development activities are held between 28 January and 15 February 2019, providing all members with the opportunity to attend a briefing before the scrutiny committees formally consider the Draft Budget.
8. Members will recall a similar session bespoke to scrutiny in February 2018 ensuring a clear understanding of the Budget setting process, the structure and terminology used within budget reports and documents, the potential impacts and risks to the Authority and its services when considering budget proposals.
9. The intention is that the training content will be interactive where possible and designed to assist Members in their scrutiny role. It will also aim to consider how the Wellbeing of Future Generations Act (WFGA) can be applied to scrutiny of the budget setting process.

## **Way Forward**

10. If the Committee, or an individual Member of the Committee, identifies additional training and development needs in respect of budget scrutiny, they are invited to make representation to the Chair, who will facilitate discussion during this item. The Committee's scrutiny officer will then liaise with the Resources Directorate and make the necessary arrangements to address the identified need.

## **Legal Implications**

11. 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**

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme.

However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to

- a. Consider the scope, the proposed approach, and agree the Terms of Reference for the Scrutiny Impact inquiry.
- b. Note correspondence between the Committee and the Cabinet
- c. Agree preferred arrangements for budget scrutiny training.

**Davina Fiore**

Director Governance & Legal

8 November 2018

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## Policy Review & Performance Scrutiny Committee - Inquiry Scoping Summary

**Proposed Topic: The Impact of Scrutiny – Invest to Save**

*“Scrutiny, at its best helps local authorities save money, make better decisions, and acts as a vital link between council and communities”*

*Chief Executive, Centre for Public Scrutiny, Jacqui McKinlay 9.2.17*

### PROPOSED TYPE OF SCRUTINY INVESTIGATION: Inquiry

<p><b>Proposed Terms of Reference</b></p>	<p>To evaluate the impact of the scrutiny function on the delivery of Council services, by:</p> <ul style="list-style-type: none"> <li>○ Reviewing existing evidence of scrutiny impact on Council decision-making and service development since 2012.</li> </ul> <p>To propose a mechanism for capturing the future impact of scrutiny, by:</p> <ul style="list-style-type: none"> <li>○ Identifying theoretical models for recording and capturing impact, focussing particularly on an ‘invest to save’ model of scrutiny; and</li> <li>○ Seeking evidence of successful approaches to monitoring impact by other Councils in England and Wales;</li> <li>○ Identifying a practical model of recording and capturing impact, appropriate for use in Cardiff.</li> <li>○ Acknowledging that calculating impact/ value of scrutiny can be subjective and there are differing types of impact – immediate, short term, longer term, strategic, operational, financial, quality of service delivery</li> </ul>
<p><b>Task &amp; Finish Group Recommended.</b></p>	<p>Yes</p>
<p><b>Stakeholders</b></p>	<p>Citizens of Cardiff  All Members of the Council, including Cabinet and Scrutiny Members;  Senior Management (Chief Executive, Corporate Directors, Directors, Chief Officers, Operational Managers);  Scrutiny Management;  Scrutiny Team.</p>
<p><b>Secondary Research  12 -30 November</b></p>	<p>The Inquiry will commence by commissioning research to review significant achievements in Scrutiny’s since 2012 by:</p> <ul style="list-style-type: none"> <li>○ using existing local and national research findings on the theme of capturing the impact of Scrutiny,</li> <li>○ including reference to existing research on the reduction of AIRs</li> </ul>

	<p>burden with evidence of effective internal scrutiny.</p> <ul style="list-style-type: none"> <li>○ Collating the <b>top 10 impacts</b> of Scrutiny on the Council since 2012 (Current and previous administrations).</li> <li>○ Producing a tabular illustration of case study achievements that illustrates Scrutiny’s impact across a variety of types of scrutiny, t&amp;f, policy development, performance monitoring, call-in etc.</li> </ul>
<b>Number of meetings required</b>	
<p><b>Meeting 1</b> December 2018 wk1/2</p>	<p><b>Setting the context</b></p> <p>Briefing report providing an overview of the current scrutiny service – eg. Existing processes (work programming, correspondence), resources, performance monitoring, legislation guiding the service, links to Corporate plans/strategies relevant to the service.</p> <p><b>Consideration of Secondary Research</b></p> <p>Research paper providing a sample of impact of scrutiny on Council business and service delivery during current and previous administrations. – Scrutiny research manager</p> <p><b>Planning</b> – to reflect on the current position, achievements and potential for improvement, and agree the next steps in the investigation.</p> <p>Observer: Gary Jones Head of Democratic Services</p>
<p><b>Meeting 2</b> January 2019 wk 3/4</p>	<p><b>Internal evidence</b></p> <p><b>Presentation from relevant Cabinet Member / Senior Officers</b></p> <p>Leader, Chief Executive, Head of Democratic Services.</p> <p>Political and Senior Management drivers for good scrutiny.</p> <ol style="list-style-type: none"> <li>1. Where evidence gathered during secondary research indicates scrutiny recommendations for improvement have not gained traction, explore barriers with appropriate Directorates.</li> </ol>
<p><b>Meeting 3</b> February 2019 wk 2</p>	<p><b>Internal evidence</b></p> <ol style="list-style-type: none"> <li>2. Where evidence gathered during secondary research indicates scrutiny recommendations for improvement have not gained traction, explore barriers with appropriate Directorates.</li> </ol>
<p><b>Meeting 4</b> March 2019 wk 2</p>	<p><b>External evidence</b></p> <p><b>Presentation from recognised experts, for example:</b></p> <p>Centre for Public Scrutiny – a model for measuring the Return on Investment of overview and scrutiny.</p>



	Cardiff Business School – explore current relevant research. Consider further research: Review/examples of how other Councils have demonstrated impact – Devon; Birmingham, North Lincolnshire etc
<b>Meeting 5</b> <b>March 2019 wk 4</b>	<b>Sum Up Meeting</b> – consideration of all information received during the Inquiry and agree way forward for draft report/recommendations
<b>Meeting 6</b> <b>April 2019</b>	<b>Consideration of draft report/recommendations</b>

<b>Proposed Reporting Arrangements</b>
<ul style="list-style-type: none"> <li>• Investigation to be undertaken between November 2018 and March 2019</li> <li>• Report to be considered by the Scrutiny Committee – April 2019</li> <li>• Report from Scrutiny to Cabinet - April 2019</li> </ul>
<b>Potential Outputs/Outcomes from this investigation</b>
To produce a report for consideration by the Cabinet that uses the evidence gathered to make recommendations for capturing the impact of scrutiny going forward.

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CABINET SUPPORT OFFICE  
Fy Nghyf/ My Ref: CM40360

Dyddiad / Date: 25th October 2018

Councillor David Walker  
County Hall  
Atlantic Wharf  
Cardiff  
CFIO 41-JW



CARDIFF  
CAERDYDD

Annwyl/Dear  
Councillor  
Walker

PRAP Scrutiny  
Committee -  
12th  
September  
2018 - Budget  
Strategy

Neuadd y Sir  
Caerdydd,  
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(029) 2087 2087  
[www.cardiff.gov.uk](http://www.cardiff.gov.uk)

Thank you for your letter dated 21st September 2018 and the useful comments raised. I would like to thank the Committee for the support expressed for the demand management and early intervention initiatives explored at the meeting.

Further to the interest expressed in detailed plans for performance improvement, the Corporate Director for People and Communities and the Director of Social Services have confirmed that they will provide a future update to the Committee on the progress being made in this regard. They have advised that following the recent conclusion of a consultation process with staff and trade unions, performance support resources and practices will now be brought together across the directorate. In addition, and following work by the performance panel

of the CYP scrutiny committee, a performance-reporting format for Children Services has now been agreed. It is planned that the roll out of directorate wide core data reporting will commence in the fourth quarter of 2018/19 and the Committee may therefore wish to consider a report back in the first quarter of 2019/20.

It is recognised that Children' Services are continuing to experience considerable pressures. The Council has provided significant levels of additional funding to the area in recent years with a net increase to the budget of £5.8 million (1 1.86%) in 2018/19. Funding for Children's Services will continue to be a priority for the Cabinet. However, specific decisions on funding must be taken as part of

**ATEBWCH 1 1 PLEASE REPLY TO:**

Swyddfa Cyr-north Y Cabinet / Cabinet Support Office, Ystafell Room 518, Neuadd y Sir/ County Hall  
Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd/Cardiff, CFIO 4UW

**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

**WORKING FOR CARDIFF, WORKING FOR YOU**

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the overall Council budget, having regard to available resources and the full range of spending commitments.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process.

Yn gywir

Yours sincerely

Councillor I Y Cynghorydd Chris Weaver  
Cabinet Member for Finance, Modernisation & Performance  
Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad

CABINET SUPPORT OFFICE  
Fy Nghyf/ My Ref: CM40360

Dyddiad / Date: 25th October 2018

Councillor David Walker  
County Hall  
Atlantic Wharf  
Cardiff  
CFIO 41-JW



CARDIFF  
CAERDYDD

Annwyl/Dear  
Councillor  
Walker

PRAP Scrutiny  
Committee -  
12th  
September  
2018 - Budget  
Strategy

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Thank you for your letter dated 21st September 2018 and the useful comments raised. I would like to thank the Committee for the support expressed for the demand management and early intervention initiatives explored at the meeting.

Further to the interest expressed in detailed plans for performance improvement, the Corporate Director for People and Communities and the Director of Social Services have confirmed that they will provide a future update to the Committee on the progress being made in this regard. They have advised that following the recent conclusion of a consultation process with staff and trade unions, performance support resources and practices will now be brought together across the directorate. In addition, and following work by the performance panel

of the CYP scrutiny committee, a performance-reporting format for Children Services has now been agreed. It is planned that the roll out of directorate wide core data reporting will commence in the fourth quarter of 2018/19 and the Committee may therefore wish to consider a report back in the first quarter of 2019/20.

It is recognised that Children' Services are continuing to experience considerable pressures. The Council has provided significant levels of additional funding to the area in recent years with a net increase to the budget of £5.8 million (1 1.86%) in 2018/19. Funding for Children's Services will continue to be a priority for the Cabinet. However, specific decisions on funding must be taken as part of

**ATEBWCH 1 1 PLEASE REPLY TO:**

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**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

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the overall Council budget, having regard to available resources and the full range of spending commitments.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process.

Yn gywir

Yours sincerely

Councillor I Y Cynghorydd Chris Weaver  
Cabinet Member for Finance, Modernisation & Performance  
Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad

Date: 17 September 2018

Councillor Chris Weaver,  
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Dear Councillor Weaver,

### **Policy Review & Performance Scrutiny Committee: 12 September 2018**

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate scrutiny of the Council's progress in tackling Sickness Absence. Members would be grateful if you would pass on our appreciation to Philip Lenz and his team for the significant preparation that went into this scrutiny. We offer the following comments and observations for you to reflect on as you continue to review and refine the Cabinet's approach.

The Committee was pleased to hear of the many new initiatives in tackling sickness absence since our previous scrutiny in January 2018. Members particularly noted the signposting to Council well-being services by GP surgeries, the flu vaccine programme targeting frontline employees, and the physiotherapy massage sessions made available in the workplace. All these appear to have contributed to an improved end of year forecast of 10.15 FTE days lost at quarter one, indicating that absence levels are expected to fall when compared with the last two years. The forecast indicates sickness absence may fall below the Wales average for 2017/18 of 10.4 FTE days lost per employee, but fail to achieve the Council's 9.5-day target.

### **Schools – Governing Bodies**

Several Members reflected on their experience of sitting on governing bodies and the notable improvement in the sickness absence information provided to schools, which now enables governors to benchmark their own schools performance against other schools in Cardiff. We congratulate you on this work, acknowledging that you now ensure the report is sent both to the Head Teacher and to the Chair of Governors

simultaneously. This ensures governing bodies are empowered to tackle sickness absence proactively, and we urge you to take a further step of strongly recommending to schools that sickness absence becomes a standing item on all Governing Body agendas.

### **Schools – Consistency**

You stated that you were not aware of under-reporting of sickness absence in schools, although it was mentioned in the APSE report; however, you consider there is still a return to work interview compliance issue. We understand there is some difficulty in establishing the quality of application of the sickness policy, however feel it is important that you monitor uniformity of policy adoption, and therefore we would urge you to continue development work in this area.

### **Benchmarking**

It is the Committee's view that the challenge of bringing sickness absence below 10 days will require closer analysis of the policies of other organisations. We continue to be interested in benchmarking with other Councils. Having identified Merthyr Tydfil Council's sickness levels are considerably lower than Cardiff's and encouraged you to explore further, we remain keen to hear more of the best practice your officers unearthed in recent discussion with Merthyr's HR team. When we next examine progress of reducing sickness absence levels we will be looking for a more detailed comparison. We urge you similarly to explore the success of Glasgow Council in tackling sickness absence.

### **Good Practice**

The Committee highlighted the practice of 'social prescribing' as a good initiative used by organisations such as United Welsh Housing and embraced by the GP service. You agreed to follow up this initiative, and we look forward to hearing how it might fit within the Council's approach to improving sickness absence when we review progress.

We note the majority of days lost through absence are caused by stress and muscular-skeletal/back reasons, and we consider there is value in the Council recording 'work related' back and muscular-skeletal sickness figures separately.



## **Culture**

The Committee considers that culture plays a significant part in tackling sickness absence, and notes that there are some services, such as Education, that are skewed by the results of one part of the service. We refer to your example of the schools catering service with high levels of part-time staff and significant absence levels. We endorse your initiative in creating a bespoke action plan for this service, adapting reporting arrangements to ensure compliance with the policy. We feel it would be useful to see the data for Education presented without the catering service. We expect such bespoke action plans to be introduced in other service areas where one part of it shows particularly high absence rates. This should include Waste Management and parts of Social Services.

Members are also interested in how the Council can tackle high levels of sickness absence in service areas that hold vacant posts, either for budgeting reasons or because there is a difficulty filling posts. We note you have additional Health & Safety Officers that will be undertaking more work on this specific issue and more information will emerge over the next 6 months. We will therefore uphold this line of inquiry in our next scrutiny.

Finally, there are a number of action points for you to follow up in this letter, and the Committee is keen to ensure that its comments and suggestions are explored by the HR service. Therefore, we will be looking for a response on all matters we have raised in this letter.

### ***To recap, the Committee:***

- Recommends you strongly recommend to schools that sickness absence becomes a standing item on all Governing Body agendas.
- Urges you to continue development work on monitoring schools' uniformity of sickness absence policy application.
- Requests a more detailed comparison of best practice in Merthyr Tydfil and Glasgow Councils when it next monitors sickness absence.
- Urges you to explore the practice of *social prescribing* as a good initiative used by organisations such as United Welsh Housing.
- Considers there is value in the Council recording '*work related*' back and muscular-skeletal sickness absence figures.

- Considers it would be useful to see the data for Education presented without the catering service
- Will continue its interest in the sickness absence figures for service areas that hold vacant posts, and looks forward to more health and safety information informing sickness reporting over the next 6 months.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee for consideration of Sickness Absence. I would be grateful if you would consider our views as you continue your work to reverse the sickness absence trend of the last two years, and I look forward to your response.

Yours sincerely,



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

cc Members of the Policy Review & Performance Scrutiny Committee  
Christine Salter, Corporate Director, Resources  
Philip Lenz, Chief Human Resources Officer  
Anita Batten, HR People Partner  
Heather Warren, Cabinet Support Officer  
Joanne Watkins, Cabinet Office Manager

SWYDDFA CYMORTH Y  
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CABINET SUPPORT OFFICE

Fy Nghyf / My Ref: CM40317

Neuadd y Sir

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Dyddiad / Date: 22nd October 2018

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Councillor David Walker

Cardiff County Council

Atlantic Wharf

Cardiff

CFIO 4UW

Annwyl/Dear Councillor Walker

Prap Scrutiny Committee - 12th September

Thank you for your letter dated 1 7<sup>th</sup> September 2018.

1. Recommends you strongly recommend to schools that sickness absence becomes a standing item on all Governing Body agendas.

This was raised as an agenda item at Chair of Governors meeting on the 16th October. In addition to sending the quarterly benchmarked data reports to the Chair of Governors and Headteacher of each school, a communication will also be sent to the school Clerks to Governors circulation list requesting that they ensure the item is included on the governing body agenda. Finally, the benchmarked data communication to Chairs of Governors and Headteachers includes the following statement:

'As personal data is not included, please share the benchmarked data report with your governing body for information and discussion at its next meeting.'

From Q2 reports this message will be moved to a more prominent position.

2. Urges you to continue development work on monitoring schools' uniformity of sickness absence policy application.

**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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HR Officers continue working with schools to ensure sickness is captured and reported on HR system.

**ATEBWCH 1 1 PLEASE REPLY TO:**

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**3. Requests a more detailed comparison of best practice in Merthyr Tydfil and Glasgow Councils when it next monitors sickness absence.**

Further work will be done to develop a detailed comparison of practice in Merthyr Council following recent visit and we will investigate sickness absence management in Glasgow Council.

**4. Urges you to explore the practice of social prescribing as a good initiative used by organisations such as United Welsh Housing.**

I have asked officers to follow-up on the practice of social prescribing and make contact with United Welsh Housing in relation to this initiative.

**5. Considers there is value in the Council recording 'work related' back and muscular-skeletal sickness absence figures.**

Currently we report work related back and muscular skeletal sickness absences which relate to Occupational Ill Health or Industrial Injury, the latter having a direct link to work. APSE have indicated that there is a direct link between high levels of absence in roles such as refuse workers and homecarers and their working practices and advocate preventative measures such as those mentioned at the Scrutiny meeting e.g. early referral to physiotherapy. I am not clear as to the value of this suggestion and the extra work it will mean for officers and will discuss it further with the Council's Health & Safety manager.

**6. Considers it would be useful to see the data for Education presented without the catering service**

As mentioned at the meeting, the Education Directorate have identified this as an area of focus and an action plan for the catering service has been developed. Attached at Appendix 1 is that sickness absence data for the central Education Service with the breakdown of the catering service sickness absence data for 2017/18 and for Quarter 1 2018/19.

**7. Will continue its interest in the sickness absence figures for service areas that hold vacant posts, and looks forward to more health and safety information informing sickness reporting over the next 6 months.**

I note your interest in sickness absence figures for areas which hold vacancies and we can explore this further. As mentioned at the meeting Health & Safety colleagues are reviewing stress risk assessments across Directorates and this will be used to inform prevention interventions and support for staff in reducing stress in the workplace.

Yn gywir

Yours sincerely

A handwritten signature in black ink, appearing to read 'C. Weaver', written in a cursive style.

Councillor / Y Cynghorydd Chris Weaver

Cabinet Member for Finance, Modernisation & Performance

Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad

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Sickness Absence FTE days lost per person - Target per Service Area 2017/18

Final Outturn for 2016/17 = 10.77 FTE days lost per person  
 Council Wide Target 2017/18 = 9.00 FTE days lost per person

2017/18 Target		2017/18 Cumulative Data									
Service Area/Division	Average FTE staff No.s (Forecast)	FTE target	Target FTE days lost	Q1 FTE days lost	Forecast based on Q1 x 4.30	Q2 FTE days lost	Forecast based on Q2 x 2.20	Q3 FTE days lost	Forecast based on Q3 x 1.4	Q4 FTE days lost - final	Final Difference
EDUCATION & LL - CENTRAL Catering	331	9.50	3145	3.44	14.79	5.99	13.18	10.33	14.46	16.22	6.72
EDUCATION & LL - CENTRAL Non Catering	259	9.50	2461	2.25	9.68	4.17	9.17	6.61	9.25	9.43	-0.07
EDUCATION & LL - CENTRAL All	590	9.50	5605	2.72	11.70	4.91	10.80	8.08	11.31	12.12	2.62

Sickness Absence FTE days lost per person - Target per Service Area 2018/19

Final Outturn for 2017/18 = 11.27 FTE days lost per person  
 Council Wide Target 2018/19 = 9.50 FTE days lost per person

2018/19 Target		2018/19 Cumulative Data									
Service Area/Division	Average FTE staff No.s (Forecast)	FTE target	Target FTE days lost	Forecast based on Q1 x 4.30	Q2 FTE days lost	Forecast based on Q2 x 2.20	Q3 FTE days lost	Forecast based on Q3 x 1.4	Q4 FTE days lost - final	Final Difference	
EDUCATION & LL - CENTRAL Catering	241	10.0	2410	18.92							
EDUCATION & LL - CENTRAL Non Catering	381	10.0	3810	10.02							
EDUCATION & LL - CENTRAL All	622	10.0	6220	13.29							



My Ref: T: Scrutiny/PRAP/comm papers/correspondence



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Cardiff,  
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Neuadd y Sir  
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Date: 10 October 2018

Councillor Chris Weaver,  
Cabinet Member Finance, Modernisation and Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW

Dear Chris,

### **Policy Review & Performance Scrutiny Committee: 3 October 2018**

You once again kindly attended the Policy Review and Performance Scrutiny Committee to share the Wales Audit Office (WAO) Annual Improvement Report for the Council for 2017-18. The Members and I remain committed to maintaining strong links between internal Scrutiny and external Auditors as a way of ensuring the focus of the Committees work is appropriate. I am therefore passing on the following Member comments and observations captured during discussion at the Way Forward.

The Committee acknowledges that the Council's Cabinet and management have worked constructively with WAO over a number of years to positively address issues raised in the last Corporate Assessment. We note the Auditors determination, based on its own and relevant regulators programmes of work this year, that the Council is meeting its statutory requirements in relation to continuous improvement, and is likely to comply with the requirements of the Local Government Measure (2009) during 2018-19.

We note that fees charged for all inspection work throughout the year are currently £471,097, of which a significant proportion is for the external audit of the Council's accounts, and there is no opportunity for a lighter touch to ensure statutory compliance.

Further, we note that WAO's improvement assessment work is now high level in respect of performance, rather than a detailed review of performance indicators.

We acknowledge the Auditor takes a risk-based approach to work programming as WAO cannot cover everything, and will reference whether its previous recommendations have been addressed through follow up work.

The Committee understands there is a strong relationship between WAO and the Council's Audit Committee. However, as mentioned above, we consider it important that strong links are maintained between internal scrutiny and external audit. As such, the Committee is of the view that the organisation would benefit from improved interaction and greater sharing of information between the Audit Committee and the Council's five Scrutiny Committees. We feel it is important that the outcomes of WAO improvement reviews be notified to the relevant Scrutiny Committee Chair. As the main point of contact for WAO, we therefore request that the Chair of Audit be reminded of the opportunity to refer assessments and audit committee concerns for internal scrutiny for the benefit of the organisation.

Similarly, the WAO Forward Work Programme is an important point of reference for Scrutiny forward work programming, and should be easily accessible to the scrutiny function when issued to the Council.

In light of the above concerns, I am requesting that the Head of Democratic Services add a discussion on this matter to the next agenda of the Scrutiny Chairs Liaison Forum.

*To recap, going forward the Committee is requesting that:*

- The relationship between WAO, Audit Committee and the five Scrutiny Committees be further strengthened by a greater sharing of information and the referral of concerns between the Audit Committee and the Council's five Scrutiny Committees;
- The WAO Forward Work Programme be easily accessible to the scrutiny function, as an important point of reference for Scrutiny forward work programming; and
- The relationship between internal scrutiny and external auditors be discussed at the next Scrutiny Chairs Liaison Forum.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for consideration of the WAO Annual Improvement Report 2017-18 for Cardiff Council.

Yours sincerely,



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

cc Members of the Policy Review & Performance Scrutiny Committee  
Sara-Jane Byrne, Wales Audit Office  
Ian Phillips, Wales Audit Office  
Samantha Clements, Wales Audit Office  
Paul Orders, Chief Executive  
Christine Salter, Corporate Director Resources  
Joseph Reay, Head of Performance and Partnerships  
Ian Allwood, Head of Finance  
Gary Jones, Head of Democratic Services  
Heather Warren, Cabinet Support Officer  
Joanne Watkins, Cabinet Office Manager

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Dyddiad Date: 2nd November 2018

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/

Councillor David Walker  
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Annwyl/Dear Councillor David Walker  
Prap - 3rd October - WAO Annual Improvement Report

Thank you for your recent enquiry dated 10<sup>th</sup> October regarding the above. I have looked at the issues you have raised and would respond as follows;

I support the idea of strong communication between the five Scrutiny Committees and the Audit Committee. I have asked officers to work with the respective Chairs of each of the six committees to build on existing measures in place.

I will ask the Council's Corporate Performance Team to ensure that the Wales Audit Office's developing work programme is shared with the Council's scrutiny function on an ongoing basis.

It is, of course, the prerogative of the Scrutiny Chairs' Liaison Forum to discuss any matter that is pertinent to its remit, but I would be supportive of a discussion at the group of the relationship between scrutiny and external audit. If you would find it helpful, I am sure the Head of Performance & Partnerships would be happy to attend for this item of the meeting's agenda, once scheduled.

I hope this clarifies the situation for you and if you have any further queries please do not hesitate to contact me.

Yn gywir .

**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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Yours sincerely



Councillor I Y Cynghorydd Chris Weaver .

Cabinet Member for Finance, Modernisation & Performance

Aelod Cabnet dros Gyllid, Moderneiddjo a Pherfformiad

**ATEBWCH 1 1 PLEASE REPLY TO •**

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Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd/Cardiff, CF10 41JW

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Date: 10 October 2018

Councillor Huw Thomas,  
Leader  
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Dear Councillor Thomas,

### **Policy Review & Performance Scrutiny Committee: 3 October 2018**

As Chair of the Policy Review and Performance Scrutiny Committee I wish to thank you for attending Committee to consider the WAO review of Scrutiny, *Fit for the Future?* On behalf of the Members, this letter captures the Committee's agreed comments and observations.

#### **Current position**

The Committee considers that the WAO was clear that scrutiny in Cardiff is well developed and there is a good platform on which to build. This was further illustrated by the attendance of senior Cabinet Members and managers for consideration of this item, a clear demonstration that the profile of scrutiny in Cardiff is high.

We note the scrutiny function's self-assessment since the Council received the outcome of its review has led to the development of an action plan to address the WAO proposals for improvement, and that the WAO consider this a positive response. The action plan will provide Members with an effective monitoring tool for the Committee to evaluate progress over time.

#### **Impact**

The Committee notes that the WAO consider the impact, and outcomes, of scrutiny are important, and there is an opportunity to innovate to deliver even greater impact.

We take on board the following steers:

- A task and finish approach is very much endorsed as having greater impact.
- Scrutiny Forward Work Programmes could be more detailed.
- There may be improvements to be made in the prioritisation of Scrutiny Forward Work Programmes.

During this Committee's 2018/19 work programming discussions Members prioritised that a task and finish group would review the existing impact of scrutiny in Cardiff, and how we can best capture the function's impact going forward, within a difficult financial context, with a view to illustrating scrutiny's invest to save potential for the Council and its governance.

### **Innovation**

The Committee takes on board that to deliver greater impact the scrutiny function is encouraged to become more innovative in its activities. The following suggestions emerged from discussion that we endorse as good practice, and believe illustrates that the Council has already started innovating in its approach to scrutiny.

- The development of scrutiny stakeholder lists is important, and we urge thought is given to this.
- A trial is underway to bring young people into the heart of scrutiny with a Cardiff Youth Council representative invited to attend all meetings of the Children and Young Peoples Scrutiny Committee.

We were referred for innovative examples of scrutiny to the Centre for Public Scrutiny, scrutiny networks, and other councils. A particular example referred to by WAO was Lincolnshire County Council's work on dementia strategy, where sufferers were invited to contribute prior to a scrutiny meeting, and their views fed into the consideration via scrutiny members.

### **Webcasting**

In respect of proposal for improvement P4, *The Council should publish final versions of scrutiny committee meeting minutes on its website in a more timely manner*, the



Committee considers that investing in more webcasting of scrutiny meetings may be preferable to shortening the turnaround for the publication of meeting minutes. However, we acknowledge there is a significant cost attached to increasing webcasting, and note that audio minutes might prove more affordable.

We understand there is a Welsh Government aspiration to increase democratic accessibility. The Environmental Scrutiny Committee is particularly keen to retain full webcasting coverage and continue the improvement in public engagement achieved in the past year. In view of the potential for increasing costs in financially challenging times, Members would urge that WAO colleagues make the point to Welsh Government that such an aspiration to increase webcasting will require funding.

### **Models & Resourcing**

I invited the Scrutiny Chairs of all committees to attend for consideration of this item. Those present expressed a view that the current five Committee model of scrutiny within the Council's Constitution enables scrutiny agendas to be constrained to an appropriate length. We were pleased to hear that you endorse this as a good model to date, and that you believe that a strong scrutiny function can make a valuable input to the Councils decision-making process.

We are keen to establish WAO's view as to whether the routine monitoring of finance and performance currently performed by scrutiny committees would weaken internal governance should scrutiny committees commit resources to focussing primarily on task & finish inquiries into high risk issues.

The Committee noted that, whilst WAO would not commit to a view about the number of scrutiny committees and level of resource required to deliver effective internal challenge and governance, they were of the view that scrutiny does not need to be carried out in a formal committee environment. They would therefore encourage the examination of options for more informal structures of scrutiny. The Committee considers that the existing scrutiny model has been created on the

premise that Councillors are full-time, whereas many Cardiff Councillors are in employment.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for the consideration of the WAO review of Scrutiny, *Fit for the Future?* We look forward to your response.

Yours sincerely,



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

cc Members of the Policy Review & Performance Scrutiny Committee  
Councillor Chris Weaver, Cabinet Member, Finance, Modernisation & Performance  
Councillor Ramesh Patel, Chair, Environmental Scrutiny Committee  
Councillor Mary McGarry, Chair, Community & Adult Services Scrutiny Committee  
Councillor Lee Bridgeman, Chair, Children & Young People Scrutiny Committee  
Councillor Nigel Howells, Chair, Economy & Culture Scrutiny Committee  
Paul Orders, Chief Executive  
Christine Salter, Corporate Director Resources  
Joseph Reay, Head of Performance & Partnerships  
Gary Jones, Head of Democratic Services Sara-Jane  
Byrne, Wales Audit Office  
Ian Phillips, Wales Audit Office  
Samantha Clements, Wales Audit Office  
Principal Scrutiny Officers  
Debi Said, Cabinet Support Officer  
Joanne Watkins, Cabinet Office Manager

Date: 10 October 2018

Councillor Chris Weaver,  
Cabinet Member Finance, Modernisation and  
Performance,  
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Neuadd y Sir  
Caerdydd,  
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Dear Chris,

### **Policy Review & Performance Scrutiny Committee: 3 October 2018**

Thank you for attending the Policy Review and Performance Scrutiny Committee last week, to facilitate pre-decision scrutiny of Cardiff's Annual Statutory Well-being Report 2017/18. We discussed the report at the Way Forward, following which the scrutiny Members agreed that I capture their views in a letter.

I pass on these observations within the context of the Annual Statutory Well-being Report 2017/18 reporting the Council's performance during 2017-18 against the Wellbeing Objectives in its 2017-19 Corporate Plan. The Committee recognises you have used a wide range of evidence to self-assess each Well-being Objective as Good, Satisfactory or Unsatisfactory progress. We note the clear definitions of these three outcomes on page 12 of the Report, and that you have self-assessed your performance as Good in seven of the objectives, and Satisfactory in six objectives. However, we do have a few concerns we would ask that you factor into your conversation with the Cabinet.

This Committee has frequently aired concerns about the robustness of target setting, previously highlighting that the targets set appear, in some cases, to be lower than the previous outturn. We were therefore pleased the Committee's Performance Panel had an opportunity to feed into the target setting exercise for the 2018-21 Corporate Plan, at the suggestion of the Chief Executive. However, we note some targets for 2017-18 remain lower than the 2016-17 attainment. We therefore wish to re-iterate

that to ensure credibility we feel tougher targets are required for some Performance Indicators, and we would welcome an opportunity to engage with you as you set targets for the 2019-22 Corporate Plan.

Several Members consider that where self-assessment is recorded as Satisfactory<sup>1</sup> but the Performance Indicator (PI) suggests results have fallen, more contextual information may be required. We accept the Chief Executive's view that it is important to acknowledge achievements that are not always illustrated by PI's. Some Members considered greater narrative and consistency of self-assessment would provide a more robust assessment.

The Committee is of the view that when evaluating improvement it is important to measure success rates rather than statistics. For example, the Performance Indicator "*% of looked after children returned home from care during the year*" is assessed in the report as not having improved. Whilst the Council has set an increased target of 12% for 2017-18, not achieving this target may not reflect poor performance but an improvement in the service to looked after children, providing care where it is needed.

Some Members expressed a concern about the improvement trajectory of the Council. The Committee welcomed the Chief Executive's acknowledgement that, despite an overarching general improvement in the Council's macro performance that has improved its stability, he recognises there are areas of the organisation that would benefit from a stronger scrutiny focus and greater challenge going forward.

Those services that have been risk assessed for review and ongoing internal scrutiny challenge are tackling sickness absence levels, delivery of the Corporate Landlord model, managing demand in Children's Services, and the Waste Management service. I will be signposting my scrutiny chair colleagues to these issues where appropriate.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for consideration of the Well-being Report

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<sup>1</sup> Satisfactory progress: The evidence suggests good progress has been made in achieving the WellBeing Objective, with improvement observed across most of the key performance areas. However, there may be areas where performance is not as strong as it should be, and this helps to identify where more focus is needed.

2017/18. I look forward to the Cabinet and Performance Team continuing cooperation with the Committee's Performance Panel in pursuit of appropriate internal improvement challenge.

Yours sincerely,

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 AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Paul Orders, Chief Executive  
Christine Salter, Corporate Director, Resources  
Joseph Reay, Head of Performance and Partnerships  
Andrew Simms, Corporate Performance & Improvement Manager in Resources,  
Heather Warren, Cabinet Support Officer  
Joanne Watkins, Cabinet Office Manager

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