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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 16 JANUARY 2019, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson, Lister and Mackie

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 - 8*)

To approve as a correct record the minutes of the meeting held on 12 December 2018.

4 **Corporate Plan 2019-22** (*Pages 9 - 44*)

Policy development scrutiny of the Council's draft Corporate Plan for 2019-22.

5 **Emergency Purchase of Refuse Collection and Gritter Vehicles** (*Pages 45 - 62*)

Briefing on the Council's emergency financial decision to purchase vehicles for the delivery of key Council services.

Exclusion of the Public

The appendices to the report are exempt from publication as they contain exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. The public may be excluded from the meeting by resolution of the Committee pursuant to Section 100 (4) of the Local Government Act 1972 during discussion of this item.

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

6 Property Disposal Procedure Update *(Pages 63 - 70)*

Briefing on the Council's refreshed Property Disposal Procedure.

7 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.

8 Urgent items - AOB

9 Date of next meeting - 20 February 2019 at 10:30am

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 10 January 2019

Contact: Kate Rees,

029 2087 2427, kate.rees@cardiff.gov.uk

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

12 DECEMBER 2018

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

41 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Boyle and Lister.

42 : DECLARATIONS OF INTEREST

Councillor Mackie declared a personal interest in Item 5 as her sister is Head of Integrated Care.

43 : MINUTES

The minutes of the meeting held on 14 November 2018 were agreed as a correct record and signed by the Chairperson.

44 : CUSTOMER LEADERSHIP

The Chairperson welcomed Councillor Chris Weaver (Cabinet Member – Finance, Modernisation & Governance), Isabelle Bignall (Chief Digital Officer) and Rachel Bishop (Assistant Director Customer Services) to the meeting.

The Chairperson stated that Members would recall that a task group of the Committee undertook a review into Customer Leadership, which was published earlier this year. Protocol requires that the Cabinet formally responds to a Scrutiny Committee's inquiry recommendations. The Customer Services team were therefore attending to inform Committee of the Cabinet's response to the recommendations, and how they planned to take them forward.

The Chairperson invited the Cabinet Member to make a statement in which he said that he welcomed the report and was pleased that six of the recommendations had been accepted and one partially accepted. He added that Officers would talk through how the recommendations translate into actions going forward.

Isabelle Bignall advised Members that a new role had been created specifically for Customer Services and Rachel Bishop had been successful in obtaining that position and would be attending future scrutiny committees.

Rachel Bishop outlined a presentation for Members, including information on the Customer Charter; Customer Service Standards, Measuring Success, Accreditation Options; Delivering Customer Service Excellence and Key Challenges.

The Chairperson invited questions and comments from Members;

Members noted that data gathering could be a challenge and it could be difficult to know which service areas are particularly good or bad in customer service, asking

how this is assessed and diagnosed to see what action is needed. Officers explained that there will be a strategic suite of documents, they will also be including customer service in the new Personal Review process. It was noted that data could be difficult to uncover, and early in the new year there would be a quick customer service survey with five questions to undertake a 'where we are at' position. Members considered that Councillors should be involved in this too as they are in contact with many different Council departments. Members also noted the use of text message satisfaction surveys and would like to see the use of this increased.

With reference to internal/external customers, Members asked how there could be an increased focus on Internal customers. Officers explained that this was part of the Employee and Customer Charters both of which were completely interlinked; this would be included in the level 1 training course and the online course which will be launched at the beginning of the Personal Reviews, there would also be a focus on Senior Managers who should be role modelling behaviours.

Members considered it was a positive report and it was good to see the plan and the steps made already, including the involvement of Admiral and British Gas. With regards to metrics Members considered a consistent approach was needed across all different services to enable comparisons year on year. Officers agreed that metrics consistency was important to unify what was being done, adding that discussion would take place with the central performance team to see what is being done and where is best to benchmark from.

With regard to the Customer Charter, Members considered this was a good thing but noted that there are some services where there is no interaction with the customer at all, but the customer could be kept informed and asked how the service performed. Officers advised that this would be looked at as part of the Connected Citizen agenda, and that self-service and customer effort were key.

Members discussed training and asked if C2C had adequate resources for this. Officers assured Members that C2C have robust training but currently they haven't been able to release people to provide training to others. There would be a programme of training the trainers and talks with the Academy were underway whereby staff would now be released to deliver training modules 1-3 in the first year in addition to the online training module.

Members sought reassurance that the Level 1 training would be mandatory for all staff and were advised that the online module would be mandatory for new starters, and over time it would be mandatory for all frontline staff. Members discussed senior management training, and how all customer training would be reviewed and monitored. They considered it could be brought back to Committee to monitor in the future.

Members referred to Recommendation 6 that was partially accepted and sought reassurance that the Council would progress with a considered option as the principal of linking to a professional body was important. The Cabinet Member agreed that it was an important principle and it was important to choose the right organisation and look at the budget with support provided. The intention and value was clear and understood, there would be a practical evaluation first and feedback would be provided to Committee.

With regards to training, Members considered that case studies could be useful when talking to managers as they could carry more weight. Officers agreed it was important to uncover pockets of best practice and find champions, share stories and motivate the workforce.

Members discussed accreditation and wondered how it would work if some departments were ready while others were not. Officers explained that this was unclear at the moment, the Institute of Customer Service for example would provide a Client Director for 6/8 weeks and look at performance and where accreditation could start, this would be considered going forward. Members noted that some departments have mostly internal customers, such as HR and that there would be an opportunity to look these and speak to their customers.

Members discussed Children's Services and the fact that Children as service users touch many different services. They considered that there may be an opportunity to undertake some focussed work here. Officers agreed that some bespoke work could be done if required but it should be consistent in culture across the Council, but it would be a good perspective to look at in the future.

Members requested that regular progress updates are brought back to Committee.

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

45 : BUDGET PROPOSALS 2019/20 - FOR CONSULTATION

The Chairperson welcomed Councillor Chris Weaver (Cabinet Member for Finance, Modernisation & Performance), Christine Salter (Corporate Director Resources), Ian Allwood (Head of Financial Services) and Gareth Newell (Policy, Partnerships and Citizen Focus Manager) to the meeting.

The Chairperson reminded Members that as a Committee it is within the Terms of Reference to take oversight of the Council's financial strategy. Therefore, in advance of scrutiny of the Budget in February, this was an opportunity for the Committee, as a stakeholder in the Council's financial strategy, to take a strategic overview of the proposals the Council is currently consulting on to address the Budget Reduction Requirement for 2019/20, and to consider the budget consultation Changes for Cardiff.

The Chairperson invited the Cabinet Member to make a statement in which he said that the consultation was underway up until 2 January 2019; the final settlement from Welsh Government was due imminently and there may be further changes needed to the proposals.

Ian Allwood outlined a presentation to Members including key information on the Overview of the Provisional Settlement; 2019/20 Budget Gap; 2019/20 Budget Strategy; Consultation and Engagement.

The Chairperson invited questions and comments from Members;

Members noted in respect of the FRM, that there have been issues in Social Services and Waste Management and these risks need to be mitigated against. They asked what safeguards have been implemented to make them feel more comfortable in using the FRM. The Cabinet Member stated that he was not comfortable using the FRM, it was put in place when it was money that was unplanned for; the FRM had been used previously for one-off projects such as road repairs or lines and signs. A judgement has been made this year due to the level of savings and provisional funding, to use the FRM as a safeguard, to not put forward a further £4m of savings. He considered it would mitigate some service cuts but if it can't be re-established then it would be gone forever so it was not a comfortable decision to make. He added that he was glad that the contingency remains.

Members asked if the final settlement was more than expected, whether the FRM would be restored. The Cabinet Member stated that they would consider all options to give security should next year's budget be difficult as it is a valuable mechanism to deal with one-off issues and provide protection for the budget. The Corporate Director Resources added that the Teachers' Pensions funding amount had not yet been confirmed. If it was funded from elsewhere then there would be an additional £3.4m; Officers expected good news on this but nothing had been confirmed as yet, this amount was currently in the estimate of the budget gap.

Members asked if there was a preference over using the FRM or Reserves. The Cabinet Member stated that they would always seek S151 Officer advice on which to use and it would depend on elements of the final settlement. It would also depend on pressures and grant funding etc. which were undecided at the moment. Officers added that they were looking to reduce reliance on reserves.

Members noted that there had been a change in regime at the Welsh Government and wondered if this may change the final settlement. Members asked if £35m was the highest the Council had had to find. Officers explained that they had had to find £42.3m in 2013/14. Of the £35m, there were £19.4m of savings to be found, which was of course on top of all previous savings in recent years.

Members asked what the situation was with regard to Council Tax and whether there was an upper limit on the increase. Officers explained that there was a new First Minister and he may have views on this but other Local Authorities have gone above the previous 5% cap; there hasn't been a direction to cap and there needed to be a balance of reducing the effect on the reserve but increasing the effect on the Council.

Members discussed Grants and noted the lack of clarity on this in previous years, asking if the position on Grants was clear this year. The Cabinet Member advised that the large figures in the report are All Wales, they are smaller for Cardiff, adding that the gap doesn't reflect what may be obtained in Grants but it was important to be prudent. Officers added that the grant funding is for activities and items that haven't been budgeted for in the settlement.

Gareth Newell outlined a presentation to Members on the Budget 2019/20 – Engagement Principles, after which the Chairperson invited questions and comments from Members;

Members considered that some parts of the consultation were difficult to understand, such as the Cap on Schools Growth, Lamby Way Solar Farm etc. Members noted that some questions did not relate to the budget such as those on Foster Care and Events, and that there was a lack of supporting information for these questions. Officers stated that the Cap on Schools Growth was a complex issue to summarise into a paragraph but they would take note of this for the future. With regard to Fostering, Officers explained that the questions were there to seek intelligence and highlight the pressures. With regard to Lamby Way, Officers explained that it was an Invest to Save scheme which would recoup the costs of the investment but Officers accepted that it was not clear in the consultation document.

Members considered that the consultation could be tested before it is sent out, such as with the Citizens Panel or Youth Council, or possibly come to scrutiny earlier for views. Members were advised that this was difficult as the budget proposals are not known earlier in the year, the Welsh Government provisional settlement does not come out until October so consultation goes out after this. The Chairperson considered it could be delayed a little and brought to Scrutiny/Councillors for comments.

Members discussed the layout of the consultation document and considered it could have supporting/additional information in the front and back and the questionnaire could be pulled out from the middle to be returned, enabling the information sections to be retained by the consultee.

With reference to Fostering, Members were not comfortable with the term 'career' and the reference to the financial aspect being second on the list, also noting that there was no room for additional comments to be written. The Cabinet Member advised that lots of work goes into the consultation document for ease of language etc. He added that the question on Fostering would be looked at with the service area, it was important to know what incentivises people and why people use fostering agencies etc. The Cabinet Member stated that he would take all comments on board, adding he was pleased that there was a separate young person's consultation however the results of this were not known as yet.

Members noted that focus groups can bring different results to questionnaires as there is an opportunity to explain questions and options and people are more informed. Members also noted that geographically there would be pockets in all areas of the City that have low response rates where people are harder to engage and asked what was being done to address language barriers where English is not the first language. Officers agreed that focus groups were useful and stated that more and more consultation work was going down that route. Language barriers were being looked at with friends and neighbour groups and the consultation would be taken out to spatial areas.

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

46 : INVESTMENT ESTATE UPDATE

The Chairperson welcomed Helen Thomas (Strategic Estates Manager) and Eirian Jones (Principal Surveyor, Strategic Estates) to the meeting.

RESOLVED: to move into closed session. The reason for this was that Members have information as part of their papers that are exempt from publication. Appendices 2, 3 and 5 of Appendix A of the papers are exempt as they contain exempt information as described in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. There were no Members of the Press or Public present.

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

47 : FORWARD WORK PROGRAMME

The Principal Scrutiny Officer advised Members that the Forward Work Programme would be published quarterly on the Council's website.

Members were advised that there would be an additional item to be added on the Review of the Bilingual Strategy, which would be scheduled for April 2019.

AGREED: to publish the Forward Work Programme for January 2019 to April 2019, with the addition of items brought to the PSO's attention since publication of the committees papers.

48 : WAY FORWARD

Members discussed the information received and identified a number of issues which the Chairman agreed would be included in the letters that would be sent, on behalf of the Committee, to the relevant Cabinet Members and Officers.

49 : URGENT ITEMS

None received.

50 : DATE OF NEXT MEETING - 16 JANUARY 2018 AT 4:30PM

The meeting terminated at 6.55 pm

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

16 January 2019

DRAFT CORPORATE PLAN 2019-22

Reason for the Report

1. To provide this Committee with an opportunity for policy development scrutiny of the draft Corporate Plan 2019-22, attached at **Appendix 1**. The final draft Corporate Plan will be presented to Cabinet for consideration on 24 February 2019, and to full Council alongside the Budget on 28 February 2019.

Background – Policy Context

2. The Committee's Terms of Reference confer overarching responsibility for scrutiny of the Council's strategic policies setting its direction of travel. The Corporate Plan is the central strategic plan, and each year the Committee is routinely offered the opportunity of policy development scrutiny at an early stage in the Cabinet's process of drafting and securing agreement to the content of the Plan across all Directorates. The final draft of the Plan agreed by Cabinet will require Full Council approval and be considered in tandem with the Council's 2019/20 budget proposals.
3. In 2017 the Council's Administration set out a policy programme and associated delivery commitments entitled 'Capital Ambition' establishing the Cabinet's key priorities for the municipal term, and outlining a programme of action to continue to drive the city economy forward, whilst ensuring that the benefits of success are felt by all residents. It focussed on four main areas:

- **Working for Cardiff** – Making sure that all citizens can contribute to, and benefit from, the city’s success.
 - **Working for Wales** – A successful Wales needs a successful capital city.
 - **Working for the Future** – Managing the city’s growth in a sustainable way.
 - **Working for Public Services** – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.
4. Both the Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration’s priorities into deliverable organisational objectives. For clarity the:
- **Corporate Plan:** focuses on the issues and services which the Council has prioritised
 - **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services
5. The current Corporate Plan (2018-21) states that in accordance with the requirements of the Well-being of Future Generations (Wales) Act, Delivering Capital Ambition sets out Cardiff’s Well-being Objectives, the Steps it will take to achieve them and how the Council will measure progress.
6. All members of Cardiff’s Public Services Board in Cardiff have adopted the same seven **Well-being Objectives**, which reflects their shared aspirations and the common understanding of challenges facing the city, they are:
- Cardiff is a great place to grow up
 - Cardiff is a great place to grow older
 - Supporting people out of poverty
 - Safe, Confident and Empowered Communities
 - A Capital City that Works for Wales
 - Cardiff Grows in a Resilient Way
 - Modernising and Integrating Our Public Services

7. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. This will both enable partners in Cardiff to keep track of how the city is performing, and also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.
8. Today's consideration of the draft Corporate Plan 2019-22 offers Members an opportunity to inform the development of the Plan. The Committee will have a further opportunity to consider the final draft when it meets to consider the 2019/20 budget on 20 February 2019, before its presentation to formal Cabinet.
9. For clarity, the Committee's Terms of Reference confer two roles in considering the Corporate Plan:
 - Firstly, to scrutinise the overall structure and direction set out in the Corporate Plan and the process for its development, as the Council's key strategic document linking the Priorities set out in the Delivering Capital Ambition Report, the Public Services Board Well-being Objectives, Directorate Delivery Plans and individual officers' objectives.
 - Secondly, to scrutinise the linkages between the Corporate Plan and delivery of the specific services under its remit.
10. The scope of today's scrutiny will focus on the first of those roles, as the second will be more effectively undertaken alongside budget proposals in February.
11. An important caveat to the papers attached for consideration is that at this stage in the process, the Cabinet is sharing an early version of the draft Corporate Plan 2019-22 with the Committee, the Plan is by definition incomplete. The Ambitions, Well-being Objectives, Steps to make progress, and Key Performance Measures are set out for consideration at this stage, but are subject to ongoing work and approval by the Cabinet. Members are also advised that target setting is underway and will be appended to the Plan in its final draft.

12. Members may recall the Leader's informal engagement with the Committee's Performance Panel, focussing on the target setting process, in February 2018, prior to pre-decision scrutiny of the Corporate Plan. A similar offer has been afforded the Committee this year. This will present an opportunity to understand in some detail the target setting process, and crystallise understanding of how the targets are arrived at. All Scrutiny Chairs have been invited to participate in this additional informal session, which has been offered to support effective scrutiny of the Corporate Planning process.

Issues

13. The document attached at **Appendix 1** is the skeleton of the Delivering Capital Ambition Corporate Plan 2019-22. In its final published form the Plan will include more extensive narrative and contextual information.
14. The Plan links Cardiff's four Capital Ambition Priorities to the Well-being Objectives of Cardiff's Public Services Board, setting out the steps and actions the Council will take to make progress in achieving these objectives. It also sets out the Performance Measures that will enable the Council, and its scrutiny committees, to monitor how effectively the objectives are being delivered.
15. For example,
- **Capital Ambition Priority:** Working for Public Services (p20)... *links to*
 - **Well-being Objective:** Modernising and Integrating Our Public Services (p27)...*will be delivered by*
 - **Steps/Action:** Progress the Council's Digital First Agenda (p28)...*will be measured by*
 - **Performance Measure (KPI):** The number of customer contacts to the Council using digital channels. (p29)

16. Within the current Corporate Plan is a Glossary of Terms that Members may find it useful to refer to in discussing this initial draft of the proposed Corporate Plan.

Well-being Objective	sets out what the Council wants to achieve
Outcome Indicator	a measure of city-wide performance
Steps	what the Council will do, and by when, to help achieve each Well-being Objective
Key Performance Measures	measures of operational performance that indicate if the steps the Council are taking are effective
Target	sets out a numerical value on Key Performance Measures to be achieved
Budget Setting Process	how each public body will ensure that resources are allocated annually for the purpose of taking steps to meet its objectives
Self-Assessment	a process that directorates undertake to help shape Well-being Objectives and identify the commitments for inclusion in Delivering Capital Ambition

Scope of the Scrutiny

17. This item will give the Committee the opportunity to make recommendations and observations that contribute to Cardiff's final draft *Corporate Plan 2019- 22*, before it is presented to formal Cabinet. Members are invited to scrutinise the overall structure and

direction set out in the Corporate Plan, as the Council's key strategic document linking the series of Ambition's set out in the Delivering Capital Ambition report, Directorate Delivery Plans and individual officers' objectives. Members may wish to consider whether there are any actions or performance measures missing.

18. It will also allow the Committee to familiarise itself with the contents of the Corporate Plan in good time for budget scrutiny on 20 February 2019, when the Committee will use the final draft to test the Budget Proposals against the Cabinet's stated Capital Ambition priorities.

Way Forward

19. The Leader of the Council, Councillor Huw Thomas; the Chief Executive, Paul Orders; Corporate Director Resources, Christine Salter, Policy, Partnerships and Citizen Focus Manager, Gareth Newell and Head of the Cabinet Office, Dylan Owen, will attend to present the Plan and answer Members' questions.

Legal Implications

20. 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

21. 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

To review Delivering Capital Ambition, Cardiff's draft Corporate Plan 2019-22 and agree any recommendations or observations to inform the final draft, which will return to Committee alongside the budget proposals on 20 February 2019, prior to Cabinet's consideration.

DAVINA FIORE

Director of Governance and Legal Services

10 January 2019

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Cardiff Council Corporate Plan 2019-22

Delivering Capital Ambition

Cardiff's Corporate Plan 2019-22

Capital Ambition Priority 1: Working for Cardiff

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities

Capital Ambition Priority 2: Working for Wales

- A capital city that works for Wales

Capital Ambition Priority 3: Working for the Future

- Cardiff's population growth is managed in a resilient way

Capital Ambition Priority 4: Working for Public Services

- Modernising and integrating our public services

Well-being Objective 1.1:

Cardiff is a great place to grow up

What we will do to make Cardiff a great place to grow up

Steps	Lead Member	Lead Directorate
Promote and fulfil Children's rights by building a Child Friendly City in partnership with UNICEF UK between 2018 and 2021.	Cllr Sarah Merry	Education & Lifelong Learning
Deliver the new schemes within the £284m 'Band B' programme of school investment from April 2019 to 2024 to: <ul style="list-style-type: none"> • Increase the number of school places available; • Improve the condition of school buildings; • Improve the teaching and learning environment. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings to improve learner outcomes during the academic year 2018/19 and beyond.	Cllr Sarah Merry	Education & Lifelong Learning
Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2018 – 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Support Cardiff schools to move towards a new curriculum, and to respond to new qualification and assessment frameworks , with effect from Autumn 2019 until 2022.	Cllr Sarah Merry	Education & Lifelong Learning
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 by March 2020.	Cllr Sarah Merry & Cllr Goodway	Education & Lifelong Learning, and Economic Development
Support young people into education, employment or training by delivering the Cardiff Commitment , with a focus during the academic years 2018/19 and 2019/20 upon: <ul style="list-style-type: none"> • Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region. • Introducing targeted programmes of support and mentoring for young people. • Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters. 	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development

<p>Launch the 'Cardiff 2030 strategy for Education' by December 2019.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning, and Economic Development</p>
<p>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> • Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services; family gateway, family help and family support; • Reviewing the current arrangements within the Multi Agency Safeguarding Hub (MASH) to take account of the new Early Help Service. 	<p>Cllr Graham Hinchey</p>	<p>People & Communities, and Social Services</p>
<p>Enable more children to be placed nearer to home by:</p> <ul style="list-style-type: none"> • Developing a comprehensive placement commissioning strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of Children Looked After by March 2020; • Increasing the number of Local Authority Foster Carers by March 2020; • Increasing the range of local residential provision by commissioning 20 new placements by March 2020; • Working with the regional adoption service to increase the number of adoptive placements by March 2020 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Develop a place based approach to enhancing well-being and protection for vulnerable children and families, trialling new ways of working in an area of the city by March 2020</p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Ensure the best outcomes for children and young people for whom the council has a responsibility by:</p> <ul style="list-style-type: none"> • Increasing the accommodation and support for care leavers by March 2020; • Improving the care planning arrangements for Children Looked After by reducing the time taken to progress cases through the court process; • Improving transition and progression into education, employment or training for care leavers by March 2020; • Improving educational outcomes for looked after children. 	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Work with young carers and care leavers to trial implementation of subsidised transport to support their well-being by March 2020</p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>

Review the Disability Futures Programme by March 2023 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.	Cllr Graham Hinchey & Cllr Susan Elsmore	Social Services
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Key Performance Measures

Measures which tell us if the Council is delivering effectively

Becoming a Child Friendly City

Measure	Target
The number of schools active within the Rights Respecting Schools programme in Cardiff	TBC
<ul style="list-style-type: none"> Registered 	
<ul style="list-style-type: none"> Bronze award 	TBC
<ul style="list-style-type: none"> Silver award 	TBC
<ul style="list-style-type: none"> Gold award 	TBC

Every School in Cardiff is a Great School

Measure	Target
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>	TBC
The attainment gap in the Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not.	TBC
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2.	TBC
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.	TBC
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training:	TBC
<ul style="list-style-type: none"> All pupils 	
<ul style="list-style-type: none"> Pupils educated other than at school 	TBC
<ul style="list-style-type: none"> Children looked after by Cardiff Council 	TBC
The percentage attendance:	TBC
<ul style="list-style-type: none"> Primary 	
<ul style="list-style-type: none"> Secondary 	TBC
The percentage of children securing one of their first three choices of school placement:	TBC
<ul style="list-style-type: none"> Primary 	
<ul style="list-style-type: none"> Secondary 	TBC

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

Measure	Target
<i>[Note: Key Stage 4 Children Looked After Achievement Measure TBC]</i>	TBC
The percentage of children looked after by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2.	TBC
The percentage of children looked after in regulated placements who are placed in Cardiff.	TBC
The percentage attendance of looked after pupils whilst in care in secondary schools.	TBC
The percentage of all care leavers in education, training or employment 12 months after leaving care.	TBC
The percentage of children supported to remain living within their family.	TBC

Well-being Objective 1.2:

Cardiff is a great place to grow older

What we will do to make Cardiff a great place to grow older

Steps	Lead Member	Lead Directorate
<p>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:</p> <ul style="list-style-type: none"> • Implement the new model for Community Re-ablement by March 2020 to improve and expand the provision to enable people to remain independent at home • Developing a new way of delivering domiciliary care by March 2021 that fully reflects local and community provision and the priorities of the Older Persons accommodation strategy • Implement the 'Discharge to Assess' model by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services. 	Cllr Susan Elsmore	Social Services
<p>Deliver the older person's strategy to support independent living, fully understanding their housing needs and aligning work between People & Communities, Health and Social Services including:</p> <ul style="list-style-type: none"> • Working to build and refurbish care-ready schemes for older people; • Completing the refurbishment of Fairwater Day Centre by Spring 2019. 	Cllr Lynda Thorne	People & Communities
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> • Undertaking dementia friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021; • Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020; • Encouraging businesses to become Dementia Friendly by March 2020; • Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia. 	Cllr Susan Elsmore	Social Services

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.	Cllr Susan Elsmore	People & Communities
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Key Performance Measures

Measures which tell us if the Council is delivering effectively

Managing Demand: Joining up Social Care, Health and Housing

Measure	Target
Adults who are satisfied with the care and support they received.	TBC
Adults reporting that they felt involved in any decisions made about their care and support.	TBC
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.	TBC
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later.	TBC
The number of people who benefit from Community Resource Team interventions.	TBC
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services.	TBC
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).	TBC
The percentage of Telecare calls resulting in an ambulance being called out.	TBC
The percentage of people who feel reconnected into their community through intervention from day opportunities.	TBC
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	TBC

Supporting People: Age Friendly and Dementia Friendly City

Measure	Target
The number of staff completing dementia friends training.	TBC

Well-being Objective 1.3: Supporting people out of poverty

What we will do to support people out of poverty

Steps	Lead Member	Lead Directorate
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources
Better support people into work by integrating employment support services. This will include: <ul style="list-style-type: none"> • Ensure the Gateway into employment is accessible across the city; • Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019; • Providing effective employer engagement and assistance into self-employment; • Promoting and extending volunteering opportunities by October 2019. 	Cllr Lynda Thorne	People & Communities
Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by: <ul style="list-style-type: none"> • Providing digital access and assistance across the city; • Working with private landlords to identify how the Council can help them with the change by March 2020; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further developing the telephone advice line for customers. 	Cllr Lynda Thorne	People & Communities
Create more paid apprenticeships and trainee opportunities within the Council by March 2020.	Cllr Huw Thomas & Cllr Chris Weaver	Resources
Implement the Social Responsibility policy to ensure that local people and local communities benefit from the money the Council spends on goods and services.	Cllr Chris Weaver	Resources

<p>Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services.</p>	<p>Cllr Huw Thomas</p>	<p>People & Communities, and Education & Lifelong Learning</p>
<p>Deliver the Rough Sleeper Strategy to address rough sleeping in the city by:</p> <ul style="list-style-type: none"> • Implementing a 'No First Night Out' policy; • Extending the Housing First scheme; • Developing a multi-agency team around rough sleepers; • Further developing the Give DIFFerently campaign. 	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Socially Responsible Employers

Measure	Target
The number of opportunities created for paid apprenticeships and trainees within the Council.	TBC

Tackling Poverty

Measure	Target
The number of people receiving into work advice through the Gateway.	TBC
The number of clients that have been supported into employment having received tailored support through the Gateway.	TBC
The number of employers that have been assisted by the Council's employment support service.	TBC
The number of customers supported and assisted with their claims for Universal Credit.	TBC
Additional weekly benefit identified for clients of the City Centre Advice Team.	TBC

Tackling Homelessness and Rough Sleeping

Measure	Target
The number of rough sleepers assisted into accommodation.	TBC
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	TBC
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	TBC
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	TBC

Well-being Objective 1.4:

Safe, confident and empowered communities

What we will do to create safe, confident and empowered communities

Steps	Lead Member	Lead Directorate
<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Developing a Child and Adult Exploitation Strategy by March 2020, to encompass new and emerging themes of child and adult exploitation; Initiating regional discussions with the Vale of Glamorgan Council by March 2020 to develop a joint regional Child and Adult Exploitation Strategy; Implementing the new 'All Wales' Adult Safeguarding Procedures by March 2020 – in consultation with staff and partners – to ensure that adults at risk are protected from harm. 	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> Refresh the Signs of Safety Implementation Plan to embed strength based practice in partnership with families to support for children to remain with families, supported by a safety plan by March 2020. Establishing and embedding strengths-based practice in Adult Services by March 2022. 	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible.</p>	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services
<p>Review the Council's Corporate Safeguarding Policy by March 2020 to ensure an effective approach to implementation is embedded across the Council.</p>	Cllr Chris Weaver	Social Services
<p>Continue to develop and support the workforce by:</p> <ul style="list-style-type: none"> Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016 and ensuring that all relevant professionals 	Cllr Susan Elsmore & Cllr Graham Hinchey	Social Services

<p>are appropriately qualified and registered by March 2020;</p> <ul style="list-style-type: none"> • Deliver a reduction in agency workforce and vacancies in the children's social workers by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020 		
<p>Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services throughout 2019/20, where the commissioning and delivery of services is evidence-based, outcome-focussed and commercially sound.</p>	<p>Cllr Graham Hinchey & Cllr Susan Elsmore</p>	<p>Social Services</p>
<p>Supporting people with learning disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Implementing a Regional Learning Disabilities Strategy by March 2020; • Implementing the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020. 	<p>Cllr Susan Elsmore</p>	<p>Social Services</p>
<p>Modernise the Youth Offending Service by March 2020 to prevent those already in the Youth Justice System from re-offending.</p>	<p>Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.</p>	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>
<p>To implement the Welsh Government Cohesion Action Plan and review local delivery from 2019/20.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>
<p>To implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>
<p>To develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved.</p>	<p>Cllr Lynda Thorne</p>	<p>Resources</p>
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Delivering a new 3-year programme of Neighbourhood Renewal Schemes; • Completing Phase 2 of the Maelfa redevelopment scheme by Summer 2020; • Implementing priority schemes identified in the Estate Regeneration Programme; • Progressing opportunities for funding through the Targeted Regeneration Investment Programme. 	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>

Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties.	Cllr Lynda Thorne	Resources
Continue to deliver the Community and Well-being Hubs programme , in collaboration with partners, including: <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the City Centre, Butetown and Ely; • Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Centres; • Exploring opportunities for investment in Community Well-being Hubs; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities
Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by: <ul style="list-style-type: none"> • 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. 	Cllr Huw Thomas & Cllr Sarah Merry	Resources, and Education & Lifelong Learning
Work with partners to develop strategic plans for the development of sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.	Cllr Peter Bradbury	Economic Development
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.	Cllr Peter Bradbury	Economic Development
Work in partnership with Welsh Water in the medium term to re-open the Lisvane and Llanishen Reservoir sites for recreational purposes and reintroduce sailing to the Llanishen reservoir.	Cllr Peter Bradbury	Economic Development
Develop a sustainable event portfolio which builds on Cardiff's event hosting credentials. This will include the	Cllr Peter Bradbury	Economic Development

development of a 'signature event' and establishing Cardiff as a Music City over the next 5 years.		
Support the development of the creative sector and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme.	Cllr Peter Bradbury	Economic Development

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Safeguarding and Supporting Vulnerable People

Measure	Target
The percentage of Council Staff completing Safeguarding Awareness Training.	TBC
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.	TBC
The percentage of adult protection enquiries completed within 7 days.	TBC
The percentage of adults offered a Direct Payment of those eligible for care and support.	TBC
The percentage of relevant professionals who are appropriately qualified and registered (or working towards qualification/registration) by March 2020.	TBC
The percentage of Children's Services Social Work Vacancies.	TBC
The number of children entering the criminal justice system.	TBC

Regenerating Local Communities and Citizen-Centred Services

Measure	Target
The percentage of customers satisfied with completed regeneration projects.	TBC
The number of visitors to libraries and Hubs across the city.	TBC
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'.	TBC
The number of visits (hits) to the volunteer portal.	TBC

Supporting Sports, Leisure, Culture and Green Spaces

Measure	Target
The number of Green Flag Parks and Open Spaces.	TBC
The number of volunteer hours committed to parks and green spaces.	TBC
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	TBC
Attendance at Commercial Venues.	TBC
The number of Council employees who have undertaken Welsh Language Awareness training.	TBC
The number of Council employees who have undertaken Welsh Language training.	TBC

Well-being Objective 2.1: A capital city that works for Wales

What we will do to make Cardiff a capital city that works for Wales

Steps	Lead Member	Lead Directorate
Progress delivery of a new Indoor Arena to attract premier national and international events.	Cllr Russell Goodway	Economic Development
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft ² of 'Grade A' office space around Metro Central by 2021.	Cllr Russell Goodway	Economic Development
Agree the business plan for the full completion of the Integrated Transport Hub including the new Metro Central development by 2019 and begin construction by 2020.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Bring forward a new mixed use development at Dumballs Road through the delivery of 2,000 homes by 2022	Cllr Russell Goodway	Economic Development
Develop a new vision and masterplan for Cardiff Bay by 2020.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development
Take forward delivery of the next phase development of the International Sports Village by the end of 2019.	Cllr Peter Bradbury	Economic Development
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Supporting the City's Economy

Measure	Target
New and safeguarded jobs in businesses supported by the Council, financially or otherwise.	TBC
The amount of 'Grade A' office space committed to in Cardiff.	TBC
The number of staying visitors.	TBC
Total visitor numbers.	TBC

Well-Being Objective 3.1: Cardiff Grows in a Resilient Way

What we will do to make sure that Cardiff grows in a resilient way

Steps	Lead Member	Lead Directorate
Work with Welsh Government and local authorities to jointly develop a new programme of regional infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials.	Cllr Michael Michael	Planning, Transport & Environment
Meet our recycling targets by working with Welsh Government and WRAP to: <ul style="list-style-type: none"> Develop and deliver short-term recycling objectives by June 2019; Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food wastes by March 2020. 	Cllr Michael Michael	Planning, Transport & Environment
Develop a citizen-based strategic plan for new and existing recycling centres and promote improved recycling to 80% in centres by 31 st March 2020.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver targeted interventions to promote recycling in communities to support achieving 64% recycling target for 2019/20.	Cllr Michael Michael	Planning, Transport & Environment
Develop and work in partnership(s) to support re-use in Cardiff by 31 st March 2020.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver an area-based model for cleansing and enforcement to support efficient and effective service delivery by 30 th June 2019.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver an extended campaign for ‘Love Where You Live’ to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by 30 th September 2019.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver productivity and performance data relating to Street Scene Services by 30 th September 2019 to identify opportunities for improvement.	Cllr Michael Michael	Planning, Transport & Environment
Review resources relating to key frontline services and how savings in the medium term financial plan will impact standards/ benchmarking performance.	Cllr Michael Michael	Planning, Transport & Environment

Develop a Council Food Strategy for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment
Deliver a 7.5 Megawatt Solar Farm at Lamby Way by September 2019 – generating renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.	Cllr Michael Michael	Planning, Transport & Environment
Continue to take forward Resilient Growth Programme Board meetings four times a year to bring together decision makers from across the public and community services to ensure that the impacts of population growth and climate change are managed in a resilient and sustainable manner with the aim of managing new and emerging issues.	Cllr Michael Michael & Cllr Caro Wild	Planning, Transport & Environment
Undertake a feasibility study to identify a preferred measure(s) which will ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time – Final Plan, setting out a full business case for the preferred option, to be submitted to Welsh Government by 30 th June 2019.	Cllr Caro Wild	Planning, Transport & Environment
Launch a new Transport & Clean Air Vision for the city and develop a Clean Air Strategy, including Active Travel solutions, by 30 th September 2019	Cllr Caro Wild	Planning, Transport & Environment
Develop and deliver a prioritised programme of minor road repairs through to full-scale resurfacing to address concerns, such as potholes and deteriorating roads & pavements.	Cllr Caro Wild	Planning, Transport & Environment
Develop an electric vehicles strategy by December 2019.	Cllr Caro Wild	Planning, Transport & Environment
Progress the City Centre Masterplan through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport Strategy, Transport White Paper and Local Development Plan.	Cllr Caro Wild	Planning, Transport & Environment
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory Groups.	Cllr Caro Wild	Planning, Transport & Environment
Make Cardiff roads safer by implementing 20mph speed limits through a phased programme delivery; completing Grangetown and developing plans for identified areas of Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20.	Cllr Caro Wild	Planning, Transport & Environment

<p>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 by 2021.</p> <p>Phase 1: Connecting the Heath Hospital, City Centre (Dumfries Place) and Newport Road/Broadway and Lloyd George Avenue.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Expand the on-street cycle hire scheme to 1,000 bikes by March 2019.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Ensure every school in Cardiff has developed an Active Travel plan – including training and/or infrastructure improvements – by 2022.</p>	Cllr Caro Wild & Cllr Sarah Merry	Planning, Transport & Environment, and Education & Lifelong Learning
<p>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.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>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 by 2026.</p>	Cllr Caro Wild	Planning, Transport & Environment
<p>Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.</p>	Cllr Lynda Thorne	People & Communities
<p>Secure a contract for the delivery of a heat network to serve areas of the bay and city centre, subject to successful national government capital grant award and cabinet approval of a final business case by October 2019.</p>	Cllr Michael Michael	Planning, Transport & Environment
<p>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 during January 2020.</p>	Cllr Caro Wild	Planning, Transport & Environment

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Housing

Measure	Target
Total number of new Council homes completed and provided.	TBC
The percentage of householder planning applications determined within agreed time periods.	TBC
The percentage of major planning applications determined within agreed time periods.	TBC
The percentage of affordable housing at completion stage provided in a development on greenfield sites.	TBC
The percentage of affordable housing at completion stage provided in a development on brownfield sites.	TBC

Transport and Clean Air

Measure	Target
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes.	TBC
The percentage reduction in carbon dioxide emissions from Council buildings.	TBC
The level of NO ₂ across the city.	TBC

Waste and Recycling

Measure	Target
The percentage of municipal waste collected and prepared for re-use and/ or recycled.	TBC
The maximum permissible tonnage of biodegradable municipal waste sent to landfill.	TBC
The number of investigations and enforcement actions per month.	TBC
The number of education and engagement actions per month.	TBC

Clean Streets

Measure	Target
The percentage of principal (A) roads that are in overall poor condition.	TBC
The percentage of non-principal/classified (B) roads that are in overall poor condition.	TBC
The percentage of non-principal/classified (C) roads that are in overall poor condition.	TBC
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness.	TBC

The percentage of reported fly tipping incidents cleared within 5 working days.	TBC
The percentage of reported fly tipping incidents which lead to enforcement activity.	TBC

Well-being Objective 4.1: Modernising and Integrating Our Public Services

What we will do to modernise and integrate our public services

Steps	Lead Member	Lead Directorate
Progress the Council's Digital First Agenda by identifying priorities for the connected citizen strategy and mapping business processes to identify opportunities for simplification, integration and automation	Cllr Chris Weaver	Resources
Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance.	Cllr Russell Goodway	Economic Development
Take forward delivery of the Core Office Strategy .	Cllr Russell Goodway	Economic Development
Improve the health and well-being of our employees by reducing sickness absence by March 2020 through continued monitoring, compliance and support for employees and managers.	Cllr Chris Weaver	Resources
Get people and communities more involved in decisions .	Cllr Huw Thomas & Cllr Chris Weaver	Governance & Legal Services
Champion equality and diversity, making sure that citizens' rights are protected in any changes to our public services , by implementing year four of the Council's Strategic Equality Plan 2016-2020.	Cllr Chris Weaver	Resources

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Modernisation, Resilience and Organisational Development

Measure	Target
Reduce the gross internal area (GIA) of buildings in operational use	TBC
Reduce the total running cost of occupied operational buildings	TBC
Reduce the maintenance backlog	TBC
Capital income generated	TBC
The number of customer contacts to the Council using digital channels	TBC
The percentage of staff that have completed a Personal Review (excluding school staff)	TBC
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	TBC
Maintaining customer/citizen satisfaction with Council Services	TBC
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held.	TBC
The number of external contributors to Scrutiny Meetings	TBC
The total number of webcast hits: Full Council	TBC
The total number of webcast hits: Planning Committee	TBC
The total number of webcast hits: Scrutiny	TBC
The percentage of voter registration	TBC

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

16 January 2019

Emergency Purchase of Streetscene Vehicles

Reason for the Report

1. To provide a briefing to Scrutiny Members on an emergency decision taken by Cabinet to purchase Refuse Collection Vehicles (RCV's) and Road Gritters.

Background

2. The Committee has responsibility within its Terms of Reference for scrutiny of Finance and Governance matters.
3. The Council's supplier of RCV's and Road Gritters went into administration on 18 December 2019, and it has therefore been necessary for the Cabinet to take an emergency decision to make arrangements that will enable effective provision and continuity of Council street scene services.
4. The report attached at **Appendix A** was considered at an emergency meeting of the Cabinet on 9 January 2019 and the recommendation to authorise the Director of Planning, Transport and Environment in consultation with the Cabinet Member for Clean Streets, Recycling and Environment and the Corporate Director Resources was approved.
5. Legal advice is that the Council's Constitution (Part 3) allows the Cabinet to take urgent decisions which are contrary or not wholly in accordance with the approved budget. In addition, the Rules of Procedure relating to the budget state that urgent decisions

outside the budget or policy framework may be taken if the decision is urgent; and a quorate meeting of the full Council cannot be called in time; and if the chair of a relevant Scrutiny Committee agrees that the decision is urgent.

6. As Chair of the relevant Scrutiny Committee, Councillor David Walker has agreed with the Cabinet Member for Clean Streets, Recycling and Environment, Councillor Michael Michael that the decision is urgent and as such the call-in procedure shall not apply.
7. Following the decision, the Cabinet will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

Scope of the Scrutiny

8. The Cabinet Member for Clean Streets, Recycling and Environment, Councillor Michael Michael and Director of Planning, Transport and Environment, Andrew Gregory, will attend to fully brief the Committee and answer Members' questions.

Legal Implications

9. 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

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 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:

- I. Note the briefing, the Chairs agreement that the decision is urgent and, as such, the call-in procedure shall not apply.
- II. Note that in accordance with the Council's Constitution a report on this emergency decision will be presented to Full Council on 31 January 2019.
- III. Consider whether it wishes to pass on its observations to inform the report to Full Council.

DAVINA FIORE

Director of Governance and Legal Services

10 January 2019

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PURCHASE OF STREETSCENE VEHICLES

**CLEAN STREETS, RECYCLING AND ENVIRONMENT
(COUNCILLOR MICHAEL)**

AGENDA ITEM: 1

Appendix 1 to this report is exempt from disclosure as it contains information pursuant to paragraph 14 and 21 of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Reason for this Report

1. To seek approval to proceed with the purchase of Streetscene Vehicles, primarily Refuse Collection Vehicles (RCVs) and Road Gritters.

Background

2. Gulliver's Truck Hire Ltd (GTH) went into administration on 18th of December 2018. GTH had been supplying the Council with specialist vehicles relevant to the delivery of a range of Streetscene Services.
3. On the 18th December KPMG were appointed as the administrator to deal with the sale of assets, as GTH could not find a buyer to take over the business as a going concern. As a result, the Council has been working closely with the receiver to ensure continuity in the use and maintenance of the vehicles in question.
4. Furthermore, these vehicles were provided to Cardiff Council with a maintenance-included lease, so on 18th December 2018 the Council immediately brought the maintenance back in house to enable business continuity. This allowed the Council's Transport Services (CTS) to support the running, maintenance and compliance of the fleet for the Planning Transportation and Environment directorate.
5. Overall, as a result of these complex discussions the opportunity has arisen for Cardiff Council to purchase a range of Streetscene vehicles at an appropriate market value. This will serve to deliver best value for the Council and, crucially, safeguard the continuity of services supported by these vehicles.

Issues

6. There are a number of issues that pertain to the purchase of these vehicles:
 - i. **Service Continuity:** There is a compelling case for the Council to secure greater control over Streetscene vehicles. Critically, given the current position facing GTH, a significant risk is posed to the Council's ability to deliver key services. Furthermore, at times throughout 'busy' periods of the year the need exists to 'spot hire' vehicles in a way that is unsustainable and inefficient. Moving forward increasing the proportion of the vehicles that are owned by the Council develops a more robust long-term position and improved services for the community.
 - ii. **Cost:** It will be important to justify the purchase of the vehicles in terms of the relative costs and benefits of purchasing vehicles as compared with the cost of leasing. A full business case is provided in Appendix 1.
 - iii. **Timing:** Given the fact that the vehicles have been offered for sale by the administrator, there exists the need to respond to this opportunity urgently. As a result, discussion have been taking place with the relevant parties to ensure that the intentions of the Council are clear and that there is no hindrance to immediate purchase once a decision is taken.
 - iv. **Existing Procurement:** On 15th November 2018 Cabinet agreed to proceed with a procurement to replace some Streetscene vehicles by establishing a medium-term leasing arrangement. The proposal in this report to purchase Streetscene vehicles would not remove the need to proceed with this procurement. However, it would allow the timing of this process to be reviewed in the context of the Council already owning, managing and maintaining some of these Streetscene vehicles itself. In the medium-term this will result in a significantly more resilient and cost effective position for the Council in terms of service delivery.
 - v. **CTS Development Strategy:** CTS possesses an excellent workshop space. It is currently developing a strategy that highlights the need for developing more commercial and insourcing opportunities. Already, the maintenance of some Streetscene vehicles has been brought 'in house' with emerging financial and organisational benefits. The proposal to purchase further Streetscene vehicles integrates effectively into this ambitious long-term strategy

Budget Framework

7. The Council needs to ensure that all expenditure is carried out within the budgetary framework agreed by Full Council. However, no provision has been made in the 2018/19 budget to support the expenditure proposed in this report. In the exceptional, and unforeseen, circumstances outlined

above, the Council needs to consider taking an urgent decision outside the budgetary framework.

8. It is not practicable to convene a quorate meeting of the full Council to consider this issue in time for the Council to secure the vehicles for business continuity purposes. The constitution delegates to Cabinet, in discharging its executive functions, to “take a decision which is... contrary to or not wholly in accordance with the Budget approved by Council if the decision is urgent”. Party Group leaders have been advised that Cabinet will be considering the issue. The Monitoring Officer considers that any delay caused by a call in may seriously prejudice the public interest and Councillor Walker as the relevant scrutiny committee chair has also agreed that the decision is of an urgent nature and is therefore not subject to call in.
9. If Cabinet approves the recommendations of this report, a full report on the decision will need to be submitted to the Council meeting of 31st January in accordance with the Council’s constitution.

Reason for Recommendations

10. To allow the Council to purchase the relevant Streetscene vehicles to support effective service provision and continuity.

Financial Implications

11. The report proposes the acquisition of Streetscene vehicles. Should the recommendation in this report be accepted, a new budget line will be created in the Council’s Capital Programme for 2018/19 for the acquisition of vehicles on an invest to save basis. Existing revenue budgets for lease hire costs including maintenance would be utilised as the first priority to repay initial investment for acquisition costs. Any vehicles acquired are to be maintained by the Council, assumptions have been made about the costs of this maintenance, and the period over which the vehicles can sustainably be retained which a procurement exercise for replacement vehicles is undertaken.
12. Should vehicles be retained for the periods indicated, there is a potential long-term saving to be realised in after the initial investment has been repaid. However, it is recommended that this be retained to manage fleet procurement risk and risks identified in this decision.

Legal Implications

13. The report recommends purchasing various vehicles due to the current Supplier going into administration. The legal implications deal mainly with the procurement of such vehicles.
14. It is understood that the total value (and 2 of the 3 groups of vehicles) exceeds the EU procurement threshold for the purchase of goods and accordingly the Public Contract Regulations 2015 (PCR 2015) would apply.

15. Regulation 32 (5) (d) of the PCR 2015 provides that the negotiated procedure without prior publication maybe used 'for the purchase of supplies or services on particularly advantageous terms, from either a supplier which is definitely winding up its business activities, or the liquidator in an insolvency procedure, an arrangement with creditors, or a similar procedure under national laws or regulations'. Put simply, what this means is that the Council can procure vehicles without competition in the above circumstances.
16. Legal Services are instructed that the ground under Regulation 32(5)(d) referred to above applies in this circumstance and the client department is satisfied as to the reasons why the Council should place reliance on regulation 32(5)(d). Legal Services have advised that there is a requirement to publish a contract award notice under the PCR 2015 and it is understood this is how the client department intends to proceed. The body of the report sets out the factors that the client department have taken into account and considered in recommending the way forward.
17. There is always a risk that matters maybe challenged. That said, the client department are satisfied that the ground referred to above applies and on that basis Legal services will work with the client department to progress arguments to defend any such challenge, if required.
18. In considering this matter, the decision maker must have regard to the Council's duties under the Equality Act 2010 and to the Council's wider obligations under the Wellbeing of Future Generations (Wales) Act 2015.
19. With regards the terms and conditions of purchase, Legal Services are working with the client department to advise/conclude any contract. However, it should be noted that given the urgency any contract will be based on seller's standard terms and conditions.
20. Under part 3 of the constitution, Cabinet can take urgent decisions which are contrary or not wholly in accordance with the approved budget. In addition the Rules of Procedure relating to the budget state that urgent decisions outside the budget or policy framework may be taken if the decision is urgent; and a quorate meeting of the full Council cannot be called in time; and if the chair of a relevant Scrutiny Committee agrees that the decision is urgent.

The reasons why it is not practical to convene a quorate meeting of full Council and the chair of the relevant Scrutiny Committees' consent to the decision being taken as a matter of urgency must be noted on the record of the decision. In the absence of the chair of a relevant Scrutiny Committee, the consent of the Lord Mayor, and in the absence of both, the Deputy Lord Mayor, will be sufficient.

(b) Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency. Under the scrutiny rules, the call-in procedure set out above shall not apply where the decision being taken is urgent. A decision will be urgent

if either the Head of Paid Service, the Monitoring Officer or the S151 Officer certifies that any delay likely to be caused by the call-in process could seriously prejudice the Council, or the public interest, and the Chair of the relevant scrutiny committee or, in his/her absence, the Chair of the Council, or in both their absences, the Vice-Chair of the Council, agrees that the matter is urgent.

The record of the decision and notice by which it is made public shall state whether the decision is an urgent one, and therefore not be subject to call in. Decisions taken as a matter of urgency must be reported for information to the next available meeting of the Council, together with the reasons for urgency.

The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

HR Implications

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

RECOMMENDATIONS

Cabinet is recommended to:

1. authorise the Director of Planning, Transport & Environment, in consultation with Cabinet Member for Clean Streets, Recycling & Environment and Corporate Director Resources, to proceed with the purchase of the relevant Streetscene vehicles as outlined in this report
2. Note that in accordance with the Council's constitution a report on this decision will be presented to the Council meeting due to take place on 31 January 2019

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY Director of Planning, Transport & Environment
	4 January 2019

The following confidential appendix is attached:

Appendix 1 – Business Case.

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By virtue of paragraph(s) 12 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

16 January 2018

Property Disposal Procedure

Reason for the Report

1. To provide the Committee with an opportunity to consider the Council's revised Property Disposal Procedure.

Background

2. The Committee has responsibility within its Terms of Reference for scrutiny of the Council's property estate. This is comprised of both 'operational' property from which the Council operates and delivers its services, and 'non-operational' or 'investment' property which is often let for commercial return or to promote local employment, small businesses and the economic regeneration of local areas. The Council's operational and non-operational estates both fall within the Investment and Development Cabinet Portfolio.
3. The Council has a five year Corporate Property Strategy (2015-20) in place, establishing clear targets to deliver the three strategic objectives of modernisation, rationalisation and collaboration. Delivery of the Strategy is set out in an annual implementation plan, the Corporate Land & Property Management Plan (CLPMP). This Plan has annual targets contributing to the five-year targets set out in the Property Strategy. It outlines plans for the year ahead, and provides explicit targets relating to the reduction in the size and cost of the Council's estate.
4. In April 2018 the Committee considered the call in of officer decision SED/PR/29303, the disposal of Wedal Road HWRC. In referring the decision back Members were

unanimous that officers had followed the appropriate protocol, however highlighted that there may be potential to reconsider the disposals protocol, and encouraged the service area to undertake a review as a matter of urgency. The service area has indicated that revisions have been made to its Property Disposal Procedure and this scrutiny will provide an opportunity to hear how protocols and procedures have been amended as a consequence.

Statutory Context

5. The Council is governed by a number of key statutes, standards and guidance in the disposal of its assets:-

- The Council has a general duty to obtain best price when disposing of assets. Section 123(2) of the Local Government Act 1972 requires local government bodies to obtain the consent of the Secretary of State (now Welsh Ministers) prior to disposing of an asset for a consideration that is less than the best that can reasonably be obtained.
- The Royal Institution of Chartered Surveyors Valuation – Professional Standards (Red Book) sets out the internationally recognised definition of Market Value, as “The estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm’s-length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion”;
- The General Consent (Wales) 2003 removed the requirement for local government bodies to seek specific consent for any disposal at any undervalue where the local government body considers that the disposal is in the interest of the economic, social or environmental well-being and the undervalue is £2,000,000 or less;
- The Welsh Government National Assets Working Group “Estate Co-ordination and Land Transfer Protocol” – a Best Practice Guide for the disposal, transfer, shared

use and co-occupation of land and property assets between publicly funded bodies in Wales. This seeks to make best use of assets resources and reduce the cost and time associated with the transfer and disposal of the public estate between public bodies in Wales. The key principles are for public bodies to work together to share strategies and occupational plans; for property requirements to be pursued initially through investigation of surplus public sector estate prior to market searches; to advertise available assets on e-PIMS prior to marketing. The transfer of assets under this protocol will be at market value, determined by a jointly appointed single independent valuation;

- Section 39 of Part IV of the Council Constitution – sets out the rules to be followed in all acquisitions and disposals of land and the authority under the Scheme of Delegations for such transfers.

6. The Council has previously followed appropriate procedures to address these requirements but, following the recommendation of the Scrutiny Committee in April 2018, has streamlined them to ensure robust systems are in place and that decision making at each step is transparent. These new procedures will be particularly important to support the effective delivery of the Council's proposed Medium Term Disposal Programme. The improvements will be presented to Scrutiny Committee on 16 January 2019.

Context - Property Governance Arrangements

7. For clarification, the **Asset Management Board** oversees implementation of the CLPMP, where the Chief Executive and Cabinet Member for Investment & Development ensure corporate oversight of the administration's objectives and strong links to the Asset Management Programme Board of Cardiff's Public Service Board, providing opportunities to work closely with other public sector partners.
8. The **Investment Estate Board** governs the Council's investment estate. The intention is that capital receipts generated from the sale of investment estate assets are reinvested to improve the yield of existing properties within the estate, or used to

purchase better quality and better yielding assets. For governance purposes the Investment Estate Board reports to the Asset Management Board

9. The Medium Term Disposal Programme for 2018/19 to 2022/23 will aim to deliver £40million additional capital receipts over the five years. However, the first £25million will fund the Council's contribution to the Band B Schools Organisational Change Programme.
10. In April 2018 Members were advised that the CLPMP included a review identifying the properties that could be sold to generate the capital receipts required. This would be reported to Cabinet with a New Disposal Strategy and list of assets designed to deliver the required receipts over the five-year period.

Previous Scrutiny

11. The Committee has previously monitored the Council's approach to property matters and management of the Council's estate on a number of occasions, following which letters have been sent to the relevant Cabinet Member. For information, and to inform this scrutiny of the refreshed Property Disposal Procedure, Members previous concerns and recommendations have centred around ensuring:
 - The Council maximises its returns for disposals, and that the target set in the CLPMP is based on selling assets at the market rate.
 - The Council secures good value for money for its commercial leases.
 - Decisions taken on disposals are made by reviewing all options, carefully weighing up the sale value versus the maintenance costs of the property.
 - That ward members are consulted on the extensive review of proposed disposals.
 - That procedures legally restricting the Council to one independent valuation when disposing of council land and property are appropriate and ensure the Council is supported in its need to maximise income from disposals.
 - Recognition that the Council has a responsibility to consider social benefits, the need to operate within Welsh Government guidelines, and to work with partners on asset disposal matters.

- Consideration of the community and social benefit of Council property, as well as financial considerations;
- The risk to income of disposing of capital assets;
- Reassurance that disposals are assessed against an ethical and community focussed framework for investment;
- The importance of preserving the quality of the public realm in prominent locations to prevent over development with bland options;

12. The Committee has previously acknowledged:

- That the Council would look to capitalise on opportunities that may arise out of redevelopment schemes where it could share in the development value;
- That accountability for decisions taken by the Investment Estate Board would sit with professional officers advised by commercial advisers, reporting to the Leader, with an annual report of its activities included in the Council's Asset Management Plan for Cabinet consideration. Therefore, its interest would be in the performance of the Board in maximising income from the Council's estate.

13. The Committee has previously requested an annual report to the Policy Review & Performance Scrutiny Committee on the performance of the Investment Estate Board; and the Cabinets response to this request indicated that the Investment Board would be pleased to co-operate.

Scope of the Scrutiny

14. The Committee will receive a presentation and briefing on the revised Property Disposal Protocol and may wish to reflect how the protocol will assist in enabling the Council to meet its CLPMP targets.

Way Forward

15. Helen Thomas, Strategic Estates Manager, and Nia Morgan, Principal Surveyor, will be in attendance to present the revisions to the protocol and answer Members' questions.

Legal 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 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

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

RECOMMENDATION

- The Committee is recommended to consider the information presented in this report and at the meeting; and whether it wishes to make any comments or recommendations to inform the Cabinets approach to Property Disposal Procedures.

Davina Fiore
Director of Governance & Legal Services
10 January 2019

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