



Governance & Legal Services Directorate Delivery Plan 2016-2018

DRAFT

Contents

| | | |
|---------------------|--|---------------------------------|
| Introduction | | page 5 |
| Resources | - Staff Finance | page 16 page 18 |
| Action Plan | - Management Priorities (core business) Budget Improvement Risk | page 19 page page page |
| | Planning for the Future | page 26 |
| Measures | - Key Performance Indicators | |
| | page 28 | |

Key Terms

City Wide Outcomes

- Seven high level outcomes which have been agreed with partners, and are contained in Cardiff's Single Integrated Plan – "What Matters".
- Achieving these outcomes require action across a range of organisations.

Council Priorities

- The Council's priorities recognise the most important areas that need to be addressed in

Introduction

Corporate Business Plan

The City of Cardiff Council can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities. Three tightly focused priorities have been maintained and a fourth priority introduced which recognises the need to change the way services are delivered.

Our priorities:

- Education and skills for people of all ages;
- Supporting people in vulnerable situations
- Sustainable economic development as the engine for growth and jobs;
- Working with people and partners to design, deliver and improve services.

For each priority, a limited number of improvement objectives have been established; and for each improvement objective, high level commitments and performance indicators have also been identified.

Measuring Progress

To ensure there is a clear accountability for delivering each objective a Lead Member, or in some instances Members, are identified. The delivery of the Corporate Plan will be monitored through the Council's strengthened Performance Management Framework, including:

- Performance Challenge sessions of the Council's Senior Management Team;
- Joint Cabinet and Senior Management Team Performance Challenge meetings;
- A Challenge Forum involving Members; Senior Officers and external peer support to challenge the Council's progress against its improvement journey and delivery of the Corporate Plan.

Aligned monitoring and reporting cycles for finance and service performance information will further support this and afford far greater visibility of the Council's overall performance position – against which progress will be monitored on an ongoing basis

the short to medium term.

Improvement Objectives

- For each priority 2-3 Improvement Objectives have been identified. These reflect specific areas where the Council wishes to see improvement.
- Improvement Objectives are expressed clearly and simply, to explain the future condition (or specific outcome) we want to achieve.

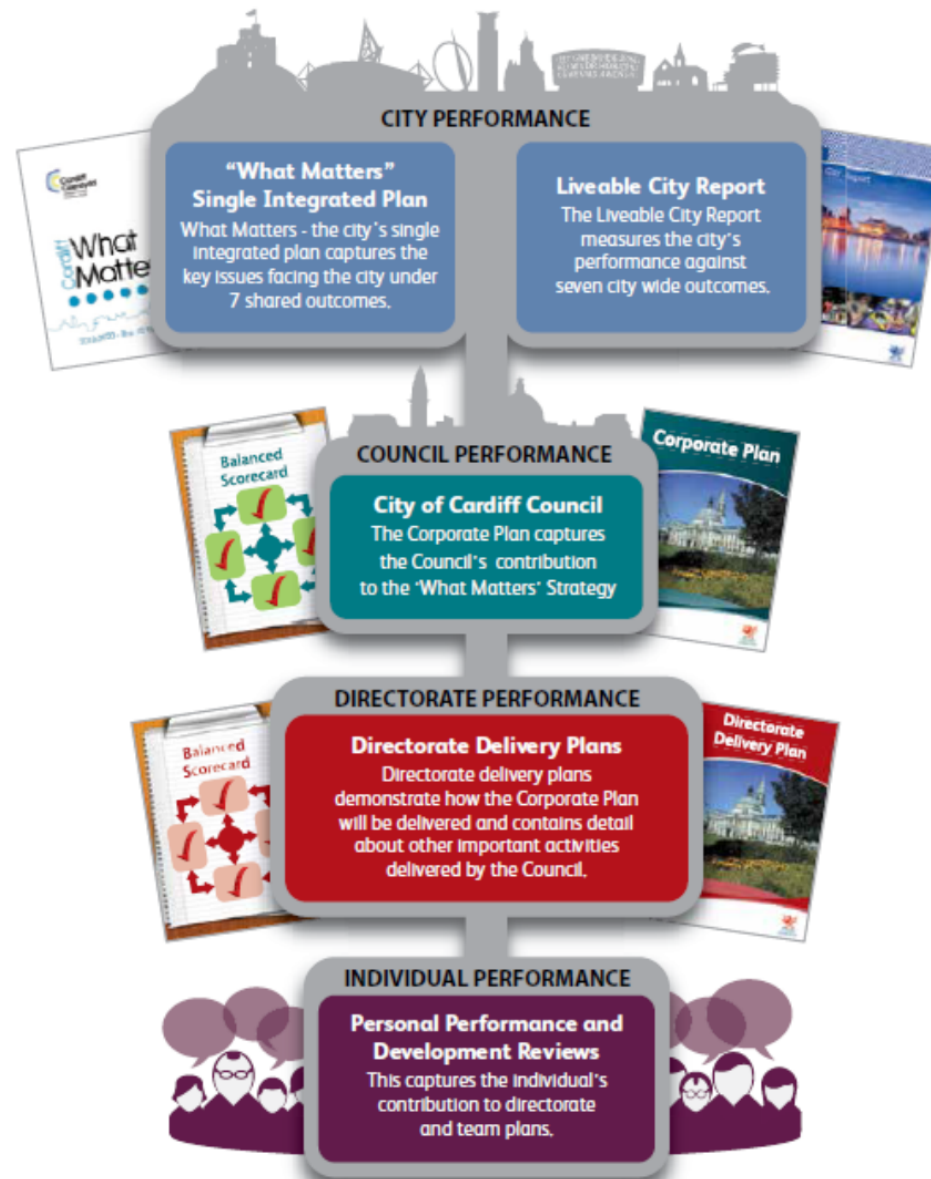
Commitments

- Commitments are specific initiatives that the Council will undertake to deliver the Improvement Objectives and contribute to City Wide Outcomes

Measuring Progress

- Progress will be measured by a basket of indicators.
- These will include nationally set indicators (known as NSIs and PAMs), service improvement data which is collected by local authorities across Wales, and local indicators chosen by the Council.

The Policy Framework



Directorate Introduction

Core Business

Governance and Legal Services Directorate sits at the heart of the Council and the democratic process. It plays a vital role in supporting the elected councillors in their representative and decision making roles. The Directorate is also responsible for a wide range of significant corporate functions serving the whole Council and partners. The Directorate comprises the office of the Monitoring Officer including Legal Services, and the Council's Scrutiny, Democratic Services, Electoral Services, Bilingual Cardiff and Glamorgan Archives. The post of director for Governance & Legal Services is vacant and the application process is underway. Interim management arrangements are currently in place. Following the appointment of the new director Parts 3 of the delivery plan, Planning For The Future, will be a priority of the new director and therefore Part 3 is completed on an indicative basis.

Bilingual Cardiff - Bilingual Cardiff are responsible for overseeing the implementation and monitoring of the Welsh language standards issued to Cardiff Council under the Welsh language [Wales] Measure 2011. This includes ensuring that elected members, managers and staff have the information, advice, guidance and support they need to meet the requirements of all legislation in respect of the Welsh language.

We are responsible for developing and coordinating policies and strategies to facilitate compliance with the Welsh language standards and for promoting the Welsh language across the council.

Bilingual Cardiff provide a full Welsh/English translation and proofreading service to all directorates and other external organisations as well as a simultaneous translation service to all directorates allowing the Council to meet its statutory duty to provide bilingual meetings.

Committee & Member Services – We provide a service to all Members the City of Cardiff Council. We support, inform and record the work of the Council; and its committees; member working groups and other internal meetings We make the Council's work and information about that work accessible to the general public and citizens of Cardiff and we maintain a public record of all member level decision and documents in trust for the public and the future generations of Cardiff. We support Councillors in their important democratic roles of representing their constituents, making decisions and supporting their local communities. We ensure good governance in the Council by implementing the requirements of Statutory Legislation: the Code of Conduct; the requirements of the Cardiff Constitution. We webcast meetings of the Council and the Planning Committee. We support the Member Development Strategy and facilitate the Member Development annual programme; support Members on-line training; development assessments and undertake annual surveys to support the ongoing programme of support to Councillors. We provide an administrative service to all Councillors.

Electoral Services – We provide an Electoral Services function comprising the compilation and maintenance of the register of electors. The registration system changed in June 2014. The new system is called 'Individual Electoral Registration' (IER) and is the biggest change to the voter registration system in 100 years. Now, each individual will be responsible for registering themselves. The team provide an administration service for scheduled elections and polls.

We are responsible for the maintenance of administrative boundaries and with the city's growing population and changes in how areas across the city have developed and function, we are required by law to regularly review community boundaries. This ensures the community structure is relevant and reflects the identities and interest of the community.

Equality Team - The Council is committed to fulfilling a Public Sector Equality Duty under the Equality Act 2010. In general terms, this requires the Council to demonstrate what it is doing to eliminate discrimination, promote equality and promote good relations. In addition the Council also has a number of Specific Equality Duties, including gathering and reporting upon information about the Council and the impact of its policies and services on different groups of people.

The Equality Team provides an important advisory function and arranges policy development and performance management to ensure that the Council can meet its duties and develop accessible services and policies that help everyone fulfil their full potential. It also provides a bridge between the Council and 'seldom heard' communities, helping understand and reduce any barriers to services and integration that might arise.

Glamorgan Archives – We collect records relating to the history of Glamorgan and maintain the corporate memory of 6 constituent authorities (Bridgend CBC; Caerphilly CBC; Merthyr Tydfil CBC; Rhondda Cynon Taff CBC; Vale of Glamorgan CBC and Cardiff Council). We are particularly interested in locating records in imminent danger of destruction or decay so that they may be saved for future generations. We catalogue records so that people can locate material which may be of interest to them. We preserve and conserve records, ensuring that items deposited, donated and transferred to the record office are held in the best environmental conditions and are packaged in appropriate materials. Members of the public can access records in our search room with assistance on hand.

Our plan is monitored and reviewed on a quarterly basis by the Joint Committee and public reports posted on Cardiff Council's website.

Legal Services – provides a wide range of legal advice to the Council, its committees and all directorates. Legal Services comprises three teams:

Litigation Team, which provides advice on matters such as:

- Regulatory advice including licensing, trading standards, environmental health, health and safety (and support to the relevant Committee);

- Regulatory prosecutions;
- Housing advice and support;
- Housing litigation – including housing anti-social behaviours and appeals/JR of homelessness decisions
- Education- general advice and support of admission and exclusion appeals;
- Employment law – advice, cases and tribunals
- Civil cases – contract disputes and judicial review defences;
- Money Lending Prosecution – all Wales (produces an income)
- Debt recovery

Communities Team, which provides advice on matters such as:

- Children’s Services – advocacy and advice;
- Adult Social Care and Health – advice;
- Disclosures of information relating to cases (e.g to Police) – advice;
- Social Service involvement in private cases – advice.

Procurement/ Commercial & Property Team, which provides advice on matters such as:

- Procurement and state aid – advice and drafting (including grant conditions);
- Commercial contracts/projects (including joint ventures and other forms of collaboration) - advice, drafting and negotiation;
- Construction projects - advice, drafting and negotiation;
- Freehold and leasehold sales and acquisitions – advice, drafting and negotiation;
- Leases (creation for Council as lessor or lessee) – advice, drafting and negotiation;
- Development agreements - advice, drafting and negotiation
- Planning – advice, drafting and negotiation (and support to the relevant Committee);
- Highways - advice, drafting (e.g section 38 and 278 Agreements) and processing;
- Environment – advice and drafting;
- Traffic orders – advice, drafting and processing;
- Imposition of charges (and other encumbrances) on property (e.g in support of recovery of care costs) – advice, drafting and processing;

- Compulsory Purchase Orders (e.g. for Housing enforcement) – advice, drafting and processing;
- Local Land Charges – maintaining register, processing searches and providing personal agents with access;
- Acting as registration authority for Commons, Village Greens and maintenance of the registers;
- Making and advising upon Byelaws;
- General non-contentious legal queries

Scrutiny Services - Scrutiny is undertaken by elected Members who do not hold Cabinet positions within the Council. They work together to ensure accountability, openness and transparency, implementing the Centre for Public Scrutiny's four principles of good scrutiny, which are:

- Provides 'critical friend' challenge to executive policy makers and decision makers
- Enables the voice and concerns of the public to be heard
- Is carried out by independent minded governors who lead and own the scrutiny role
- Drives improvement in public services.

Scrutiny Committees ensure cross-party involvement in adding value to the Council's work, securing important evidence from experts, citizens and other lay stakeholders, so that Cabinet decisions can be informed by that evidence and an understanding of what best practice looks like.

Cardiff's five Scrutiny Committees (Children and Young People, Community and Adult Services, Environmental, Economy and Culture, and Policy Review and Performance) each contain nine Councillors, drawn from political parties within the Council membership to mirror the Council's overall political composition. The Children and Young People Scrutiny Committee also includes co-opted parent governors and two co-opted representatives of the Church in Wales and Roman Catholic Dioceses.

The Committees ensuring good and inclusive governance, maximising the contribution that Councillors and citizens can make to ensuring the city's success.

Our Achievements during 2015 - 16

Bilingual Cardiff

- Worked in partnership with stakeholders on the creation of a Welsh cultural centre in the city centre ('Yr Hen Lyfrgell') which opened in February 2016.
- Implemented the Council's Welsh Language Scheme to ensure bilingualism across the board, including publishing new guidelines and raising awareness of the requirements of the Scheme and the new Welsh language standards.
- 94.2% translations returned on time (5,069,914 words). The team translated more words than any previous year.
- Bilingual Cardiff coordinated the corporate response to the Welsh Language Commissioner's standards consultation under section 47 of the Welsh language [Wales] Measure 2011, and were successful in receiving variation clauses to 3 standards which had potentially the greatest financial impact on the authority (33, 41 & 76).
- The corporate Welsh language awareness e-module developed in partnership with 4 other local authorities was launched in September 2015. To date 1111 staff have completed or partially completed the module. The online module will allow the Council to deliver awareness courses to a greater number of employees therefore meeting our statutory duty under the Welsh language standards (132) more effectively.
- Members of the Bilingual Cardiff team attended a jobs workshop at Fitzalan high school (February 2016) to promote Welsh language opportunities within the authority.
- Purchased simultaneous translation equipment and trained 2 translators to deliver this service in-house to all service areas as well as third party organisations. This will allow the Council to meet its statutory duties in-house with regarding meetings and interviews.
- Published the monthly Welsh language brief for Council all staff (distributed via the Welsh language coordinators) to update on developments within the Welsh language agenda or any complaints received against the Welsh language scheme/standards.
- Prepared, approved and submitted the Annual Monitoring Report on implementation of the Council's Welsh Language Scheme to the Welsh Language Commissioner by deadline (30/06/15).
- Offered a flexible package of corporately funded Welsh language training to all frontline staff.
- Promoted a successful 'Diwrnod Shwmae' event across the council in October. An event which was aimed at encouraging staff to greet each other in Welsh or use any Welsh they might have.
- Worked in partnership with the Communications and Media team on a marketing campaign to raise staff awareness of the Welsh language standards ("Are you ready for the Welsh language standards?")

Committee & Member Services

- Delivered the Member Development Programme 2015/16 agreed with Member Development Steering Group to support Councillors to ensure that they have the necessary toolkit to undertake their roles and responsibilities
- Enrolled all Members on to the All Wales Academy On-Line training portal to provide a more flexible approach to learning and development for Councillors to undertake outside of working hours.
- Completed Personal Development interviews with Chairs of Committees to support these Councillors in their roles.
- Undertook Induction with Chair of Democratic Services to ensure the Chair has the necessary knowledge and information to support his/her as a Chair.
- Carried out induction of newly Elected Members to provide the initial foundation on the role of a Councillor; the statutory requirements of the role and where to get information.
- Embedded Modern.gov Committee Management System for Agenda and Minutes – All Agenda and Minutes are now published on the system which allows Councillors to download remotely and reduce the demand on paper copies.
- Improved Agenda Management for Governance and Regulatory Committees to ensure that meetings are managed and more focussed. That a work programme is in place to support the managing of meetings to reduce the length of Agendas and Meetings.
- Implemented the new arrangements for the Local Authority Governor Panel to improve the process of appointing LA School Governors to ensure that Governing Bodies vacancies are filled and that a breath of knowledge and talent are recruited to Governing Bodies that can support the school.
- Produced Annual reports and review for the Governance Committees – to focus on outcomes from the work of the Committee and plan for the year ahead
- Carried out a survey of Members to evaluate the Members IT Project – to get feedback on the initial project so that the upgrade meets members' expectation and needs:
- Working with IT officers to roll-out the new generation of Tablets; to date 1/3 of tablets have been roll-out to be completed by 31 May 2016.
- Produced Weekly diary updates – to keep Members informed of meetings and events on a weekly basis.
- Ensured Members receive briefing reports/emails to support their roles – and populated the Member On-Line Library Service.
- Arranged and supported the 2015 Annual Standards Conference supporting the setting and maintaining of Standards of good governance and learn from best practice.
- Supported over 250 Council, Committee and Officer meetings; supporting the democratic and governance process of the Council.
- Supported School Appeals Panels- ensuring the good governance and fairness of the process for parents who are appealing to the education authority.

Electoral Services

- Successful delivered the Parliamentary Election and completed and submitted the Cabinet Office Election Claim in September before the deadline of November. Cabinet Office have signed off the Claim forms.
- Met the deadline for transition of Individual Electoral Registration which was brought forward to December 2015.
- The electorate for the 2016 Register of Electors has increased by 8,495 electors.
- Established student registration engagement with Cardiff University and the University of South Wales.
- Successfully delivered numerous Community Polls, Community Poll Meeting and County Council elections.

Equality Team

- Developing and publishing a four year Strategic Equality Plan, setting out the Council's key equality objectives between 2016 – 20.
- Ensuring that every Council budget proposal is appropriately equality screened and assessed.
- Consulting widely with community groups to identify any gaps in service access and seek to provide useful solutions.
- Co-ordinating with City Operations the successful Cardiff Council Access Focus Group, which enables individuals and groups from various backgrounds to comment upon and influence developments in Cardiff's built environment.
- Co-ordinating Cardiff's five 50+ forums, giving older people the opportunity to influence the design of services provided by the Council and other service providers, and to respond to Welsh Government consultations affecting them..
- Publishing Cardiff's first Ageing Well Local Delivery Plan, which sets out plans to make Cardiff a great place to live right through your life.

Glamorgan Archives

- Achieved 62% growth in take-up of volunteering opportunities, providing experience for prospective entrants to the profession and enabling retired and disabled volunteers to contribute to the preservation of their heritage
- Generated £10,500 of conservation income against a target of £10,000, helping to offset increased accommodation cost from nndr
- Maintained 95% achievement of targets for remote enquiries, making resources available to people unable to visit the building

Legal Services

Supported the implementation of Council Objectives through provision of Legal advice drafting and negotiation of legal transactional documentation. For example:-

- Community (such as the Insole Court refurbishment and transfer) and hub developments (such as Ely)
- The property arrangements relating to Central Square development

- The successful implementation of the interim waste project at Trident Park
- Progress through the competitive dialogue process of the Organics Waste project, the Leisure Alternative Delivery Model project and the Housing Partnership Programme. These significant projects seek to deliver cost savings whilst retaining and potentially enhancing services and secures the availability of affordable housing and associated community benefits.
- Assisted in the development and implementation of the School Organisational Programme through providing robust advice on management of school improvements, changes and provision of new schools
- Supporting the Council's Service Areas and Commissioning and Procurement Team on a number of procurements which have resulted in a saving to the Council.
- Continued protection of children and vulnerable adults in Cardiff through quality of advice and advocacy in relation to child care matters
- Secured a number of successful IMLU (Illegal Money Lending Unit) on an all Wales basis and helping some of the most vulnerable people in Cardiff
- We collected £6,691,657.39 of money owed to the Council

Scrutiny Services

- Delivered five Committee work programmes, including the arrangement of
 - Over 100 public meetings
 - Over 250 informal "task and finish" meetings
 - Production of 12 in depth Inquiry reports
- Gathered important evidence from comparator organisations, regulators, professional and academic experts, third sector bodies and community groups to support the development of robust policies across the whole range of Council services, and to measure the Council's performance and opportunity for improvement.
- Supporting Members with information, analysis and development opportunities to optimise their ability to support the Council's improvement.
- Contributed important policy recommendations to the Council's change agenda, including in the areas of: corporate improvement; education; Information, Assistance and Advice; urban transformation; corporate parenting; alternative delivery models in arts, culture and outdoor services; integrating health and social care; Regulatory Services; and more.

- Enriched the Council's governance arrangements by diversifying contribution to policy debate, facilitating the input of citizens, third sector groups and back bench elected Members.
- Enabled citizens to understand and influence the Council's decision making arrangements by attending committees, providing evidence, asking questions and submitting petitions on items of interest.
- Delivered a transformational Improving Scrutiny Project to take account of the many changes taking place in governance in Cardiff and Wales, and to ensure the success of future scrutiny arrangements.

Key Aspirations

Directorate wide aspiration:

- To support the Council to deliver Wales Audit Office objectives, in particular, recommendations relating to good governance.
- Complete recruitment of the new director.

Team aspirations:

Bilingual Cardiff

- To ensure new vacant translator posts are filled to meet the growing demands of the service and requirements of the new statutory Welsh language standards.

Committee & Member Services

- To implement action plan to improve communications with Councillors.
- To further improve accessibility and engagement with the democratic processes through website; webcasting and social media.
- To work in partnership with Bilingual Cardiff to ensure that the democratic process meet the requirements of the Welsh Language Standards
- To prepare and deliver Member Induction training programme that meets the need of new and returning Councillor.

Electoral Services

- Administrating the National Assembly for Wales and the Police and Crime Commissioner elections in May 2016.
- Administrating the EU Reference once a date has been announced.
- Administrating the Elected Mayor petition and running a Referendum if petition is valid.
- Continuing to encourage increased registration of electors.

Equality Team

- To ensure that all Council Directorates deliver the highest standards of fairness and accessibility in the services they provide.

Glamorgan Archives

- To preserve the region's past for future generations to use.

Legal Services

- Improve efficiencies of Legal Services by introducing enhanced legal case management and IT hardware system.
- To develop an income earning strategy with the director, once appointed.

Scrutiny Services

- To ensure that the Council's governance arrangements are of an impeccably high standard, informed by the most relevant and useful evidence.
- To ensure that Members are equipped with good development opportunities and support to scrutinise the Council's work.

Resources

Staff Numbers & Characteristics

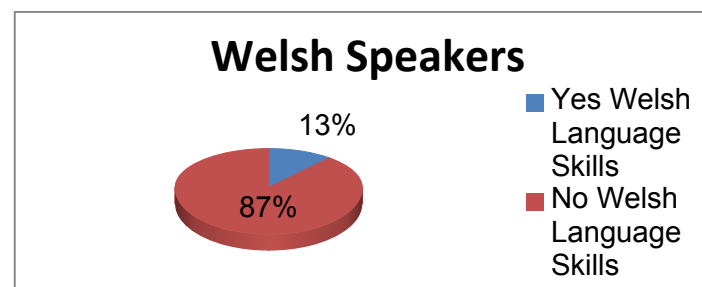
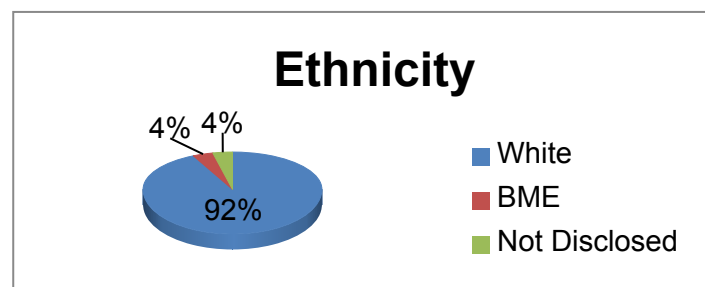
| | Number | |
|-----------------------------|--------------|-----------|
| FTE Post | 88 | |
| Number of Staff (headcount) | 95 | |
| | % | No |
| Temp (Contract Type) | 2% | 2 |
| Perm | 98% | 93 |
| | Total | 95 |

| Age Group by Gender/Salary Band | Female | Male | Total |
|---------------------------------|-----------|-----------|-----------|
| 16-24 | 1 | 1 | 2 |
| 25-34 | 13 | 8 | 21 |
| 35-44 | 17 | 3 | 20 |
| 45-54 | 26 | 7 | 33 |
| 55-64 | 12 | 6 | 18 |
| 65+ | | 1 | 1 |
| Total | 69 | 26 | 95 |

| Salary Band | Number | % |
|---------------|-----------|-----|
| Below £16k | 7 | 7% |
| £16k-£22,999 | 23 | 24% |
| £23k-£27,999 | 15 | 16% |
| £28k-£32,999 | 14 | 15% |
| £33k -£39,999 | 15 | 16% |
| £40k + | 21 | 22% |
| Total | 95 | |

| Directorate Level | | | | | | | |
|-------------------|-------|--------|--------|--------|--------|-------|-------|
| Age Profile | 16-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ | Total |
| % of Staff | 2.11% | 22.11% | 21.05% | 34.74% | 18.95% | 1.05% | |
| Number of Staff | 2 | 21 | 20 | 33 | 18 | 1 | 95 |

| Gender | % | No |
|--------------|-----|-----------|
| Male | 27% | 26 |
| Female | 73% | 69 |
| Total | | 95 |



We will work with the new director to address resourcing issues.

We will implement the Legal Services review ensuring vacant posts are filled to meet the growing demands of the service. Solicitors will

be supported through the new Law Society Continuous Professional Development System

Meet the requirements of standard 41 (translation of agenda and minutes for all public meetings) under the statutory Welsh language standards.

Finance

| Budgets | Budget 2016/17 | | | 2016/17 Savings £000 | Employee Expenditure 2016/17 £000 |
|---------------------|---------------------|----------------|--------------|-------------------------|---|
| | Expenditure £000 | Income £000 | Net £000 | | |
| Bilingual Cardiff | 373 | (49) | 324 | (28) | 375 |
| Democratic Services | 344 | 0 | 344 | (3) | 291 |
| Electoral Services | 516 | (8) | 508 | (8) | 216 |
| Legal Services | 1,639 | (671) | 968 | (57) | 2,135 |
| Member Services | 1,757 | 0 | 1,757 | 0 | 0 |
| Monitoring Officer | 196 | 0 | 196 | 0 | 196 |
| Scrutiny Services | 612 | (15) | 597 | (56) | 551 |
| Total | 5,437 | (743) | 4,694 | (152) | 3,764 |

Key Context & Challenges

We will provide in house simultaneous translation services at Council meetings and in house resources to meet the new statutory requirement to translate agendas and minutes of meetings (Standard 41, Welsh Language Standards).

We will develop new Legal SLA's with client service areas to ensure diectorates legal needs are met within resources available. Implement proposed increased land charges.

Action Plan and Performance Measures

Directorate/Service Priorities (Core Business)

Part 2 – Core Business Priorities

<<insert key management priorities

- Budget
- Improvement
- Risk>>

| Outcome | | Cardiff is fair, just and inclusive | | | | |
|------------------------------|--|--|---|--|--|----------------------------|
| Priority | | Working together to transform services | | | | |
| Improvement Objective | | The City of Cardiff Council has effective governance arrangements and improves performance in key areas | | | | |
| Commitment/Strategy | | Ref No | Cardiff Response to Wales Audit Office Assessment Report 2016 | | | |
| Partners | | <<List key partners organisation>> | | | | |
| Ref | Directorate/Service Action | Officer Responsible | Milestones | | Performance Measures / Evidence Ref | Link to Equality Objective |
| 1 P1 | Development of a new Programme for Member Communications and Engagement (June 2016) in conjunction with IT and Communications. | David Marr (pending appointment of new Monitoring Officer) | Q1 | Develop timetable for the Member Communications and Engagement programme | Develop Programme including Weekly mailshot to Members Member intranet pages All Members to receive a tablet | 1 |
| | | | Q1 | Implement identified actions | | |
| | | | Q1 | Test and review improvements with Members | | |
| 2 2a | Key action points from each meeting will be recorded as appropriate by the Cabinet Office (May 2016) in conjunction with the Cabinet Office. | David Marr (pending appointment of new Monitoring Officer) | Q1 | Implement proposal | Informal Cabinet action notes produced as appropriate | 1 |
| | | | Q2 | n/a | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |

| | | | | | | |
|------------------------|--|---|----|--|--|---|
| | | Officer) | | | | |
| 3 P2b | Role descriptions for Assistants to Cabinet Members will be included within the Council's Constitution and provided to all post-holders to assist in clarifying roles and responsibilities (July 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | n/a | Constitution Committee decision | 1 |
| | | | Q2 | Report to Constitution Committee in July. | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |
| 4 P2c | Terms of Reference for Cabinet Policy Advisory Groups will be agreed (July 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | n/a | Terms of Reference agreed | 1 |
| | | | Q2 | Subject to consideration by informal Cabinet, implement agreed Terms of Reference for Cabinet Policy Advisory Groups by July 2016 | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |
| 5 P2d | Individual decision-making to be considered following a review of the volume of routine and non-contentious Cabinet business over the last 12 months (September 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | n/a | Constitution Committee decision | 1 |
| | | | Q2 | Report to Constitution Committee by September. | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |
| 6 P3a | Implementation of the recommendations of the Improving Scrutiny Report (May 2016) | Paul Keeping | Q1 | Prepare implementation report for Scrutiny Chairs Liaison Forum | Production of progress report and project closure report | 1 |
| | | | Q2 | n/a | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |
| 7 P3a | Review of Scrutiny to be undertaken, with recommendations implemented from the start of the next political term (December 2016) | Paul Keeping | Q1 | Develop Terms of Reference for the Review | | 1 |
| | | | Q2 | Report on Interim Recommendations of the Review | | |
| | | | Q3 | Finalise Recommendations and build into draft budget proposals | | |
| | | | Q4 | n/a | | |
| 8 P3b | Appointments to vacancies on committees to be considered as a standing item on all council meeting agendas (May 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | Make appointments at the Annual meeting and notify Whips that there will be an Appointment to Committee vacancy standing item on Council Agendas | Standing item established | |
| | | | Q2 | Review position at monthly Whips meetings. | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |

| | | | | | | |
|-------------------|---|---|----|---|---|--|
| 9 P4 | All committee agenda, minutes and decision logs to be published in a timely manner (April 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | Review process and timescales to achieve publication of agenda, minutes and decision logs in a timely manner in light of need to publish Agendas and Minutes bilingually. | Publish bilingual minutes within 10 working days of committee | |
| | | | Q2 | n/a | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |
| 10 P4 | Extend the webcasting of committee meetings to include one scrutiny committee meeting per month (December 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | Prepare planning paper for Scrutiny Chairs Liaison Forum | Webcasting of more than one Committee | |
| | | | Q2 | Present review of pilot webcasting (Planning Committee) to Constitution Committee | | |
| | | | Q3 | Extend webcasting as required to one scrutiny committee meeting per month | | |
| | | | Q4 | n/a | | |
| 11 P5a | Standards & Ethics Committee to publish regular Member Briefings on the work of the committee, underlining the importance of the Cardiff Undertaking and member conduct and behaviour (July 2016) | David Marr (pending appointment of new Monitoring Officer) | Q1 | Present proposals to Standards & Ethics Committee on the role they play | Initiate Briefing | |
| | | | Q2 | Arrange meeting and produce first briefing for Members on the work of the committee | | |
| | | | Q3 | n/a | | |
| | | | Q4 | n/a | | |
| 12 P5b | Democratic Services Committee to review Member Development & Training and agree new approach and programme to commence in May 2017 (December 2016) | Gill Nurton | Q1 | Democratic Services Committee to receive paper on the current arrangements and put arrangements in place for new approach | Recommendations for new approach prepared for consideration | |
| | | | Q2 | Implement proposals of Democratic Services Committee | | |
| | | | Q3 | Table and agree recommendation for new approach | | |
| | | | Q4 | n/a | | |
| 13 P5c | Democratic Services Committee to agree essential training and frequency of training prior to start of new council term in May 2017 (December 2016) | Gill Nurton | Q1 | see P5b | Essential training and frequency established | |
| | | | Q2 | see P5b | | |
| | | | Q3 | Determine essential training, frequency and timing as part of the new Member Development and Training proposal | | |
| | | | Q4 | Using information from Personal Development Reviews with Committee Chairs, finalise Induction Programme for new Members | | |

| Outcome | Cardiff is fair, just and inclusive | | | | | |
|------------------------------|---|----------------------------|-------------------|---|--|-----------------------------------|
| Priority | Working together to transform services | | | | | |
| Improvement Objective | The City of Cardiff Council has effective governance arrangements and improves performance in key areas | | | | | |
| Commitment/Strategy | Ref No | | | | | |
| Partners | <<List key partners organisation>> | | | | | |
| Ref | Directorate/Service Action | Officer Responsible | Milestones | | Performance Measures / Evidence Ref | Link to Equality Objective |
| 14 | Lead on the implementation of the Welsh Language Standards across all Council directorates and prepare Annual Monitoring Report to the Welsh Language | Ffion Gruffudd | Q1 | Prepare and present Annual Monitoring Report to the Welsh Language Commissioner by 30 th of June 2016 | Annual Monitoring Report approved by full Council. | 1 |
| | | | Q2 | Raise awareness of the standards with a full compliance deadline date of 30 th September and support Directorates in implementing those standards within their areas | Publish Implementation plan on the Council's website | |
| | | | Q3 | Prepare standard specific policies to assist Directorates in implementing the standards | Publish policies & guidelines on the Bilingual Cardiff intranet page / CIS | |
| | | | Q4 | Collate monitoring information from Directorates in preparation for the Annual Monitoring Report to the Welsh Language Commissioner | Annual Monitoring Report approved by full Council. | |
| 15 | Ensure that the new £24,000pa income target is achieved | Ffion Gruffudd | Q1 | Prepare a competitive translation and simultaneous translation package | Achieve income target | |
| | | | Q2 | Ensure that adequate resources are in place in order to undertake the additional work and support staff in improving their skills | | |

| | | | | | | |
|----|---|--|----|---|-------------------------------------|---|
| | | | Q3 | Develop an online simultaneous request form. | | |
| | | | Q4 | Promote the new service to internal and external clients | | |
| 16 | Implement Modern. go Phase 2 | Gill Nurton | Q1 | Implement the requirements of the Welsh Language Standards | n/a | |
| | | | Q2 | Activate and test petitions and finalise Council's Petition Scheme for approval at Constitution Committee July 2016 | | |
| | | | Q3 | Implement the report management system for Governance Committees | | |
| | | | Q4 | Finalise business case to Investment Review Board for Modern Gov | | |
| 17 | Prepare for local government(Wales) bill/Act 2016 | David Marr (pending appointment of new Monitoring Officer) | Q1 | Pending publication, review as required and action accordingly. | n/a | |
| | | | Q2 | | n/a | |
| | | | Q3 | | n/a | |
| | | | Q4 | | n/a | |
| 18 | Prepare for elections for 2016 | Ann Philpott | Q1 | Welsh Government Elections/ Police and Crime Commissioner elections/ supporting the Police Area Returning Officer/ Prepare for Elected Mayor Referendum (if required) / European Referendum (if required) | Elections administered successfully | 1 All polling stations are reviewed for disability access |
| | | | Q2 | Prepare for Elected Mayor Referendum (if required) / European Referendum (if required) | | |
| | | | Q3 | Prepare for Local Elections 2017 | | |
| | | | Q4 | Prepare for Local Elections 2017 | | |
| 19 | Deliver Voter Registration Campaign | Ann Philpott | Q1 | Complete South Wales Region public engagement strategy | n/a | |
| | | | Q2 | Work with Cardiff University, University of South Wales to encourage registration | n/a | |
| | | | Q3 | Undertake the Annual Canvass of non responding properties and report on final electorate for the 2017 Register of Electors to the Electoral Commission and Cabinet Office | Annual Canvass response rate | 1 All Canvassers are supplied with a Language Booklet to help ethnic registration. |
| | | | Q4 | Undertake the Household Enquiry form to all properties in Cardiff to engage new electors (if funding is available). | n/a | |

| | | | | | | |
|----|---|---|----|--|-------------------------------|-----|
| 20 | Implement year one of the Council's second Strategic Equality Plan, 2016-20 | Paul Keeping, OM Scrutiny and Equalities | Q1 | Agree 2016/17 action plan and milestones with each Directorate | Production of Action Plan | All |
| | | | Q2 | Report on work done to implement actions | Production of Progress Report | |
| | | | Q3 | Report on work done to implement actions | Production of Progress Report | |
| | | | Q4 | Prepare 2015/16 Annual Report and report to Cabinet | Production of Annual Report | |
| 21 | Implement ICT Strategy across Legal Services to deliver the service improvements set out in the Legal Services Review | Director Level | Q1 | Update Legal Services case management software training | | |
| | | | Q2 | Update Legal Services IT hardware | | |
| | | | Q3 | Update debt collection software | | |
| | | | Q4 | | | |
| 22 | Improve the robustness of education law practice and school admission appeals | Director Level | Q1 | Carry out the recruitment process | n/a | |
| | | | Q2 | Recruit to vacant posts | n/a | |
| | | | Q3 | | n/a | |
| | | | Q4 | Monitor and review work done in house for schools admin appeals compared to 2015/16 to reduce costs | n/a | |
| 23 | Review Contract Procedure Standing Orders and Procurement Rules in conjunction with Resources Director | David Marr /Liz Weale pending appointment of new Monitoring Officer | Q1 | n/a | | |
| | | | Q3 | Report proposed Contract Procedure Standing Orders and Procurement Rules to Constitution Committee for consideration | | |
| | | | Q4 | Implement decision of Constitution Committee | | |
| | | | | | | |

| | | | | | | |
|----|--|----------------------------------|----|--|-----------------------------------|---|
| 24 | Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors | Paul Keeping | Q1 | Quarterly Benchmarking Progress Report | Production of benchmarking report | |
| | | | Q2 | Quarterly Benchmarking Progress Report | | |
| | | | Q3 | Quarterly Benchmarking Progress Report | | |
| | | | Q4 | Quarterly Benchmarking Progress Report | | |
| 25 | Increase directorate capacity to deliver bilingual services | David Marr (pending appointment) | Q1 | Identify teams that provide frontline services in accordance with the Welsh language standards | Mapping exercise | 1 |
| | | | Q2 | Assess the identified frontline teams' capacity to deliver | Completed | |

| | | | | | |
|--|--|------------------------------|--|--|--|
| | | t of new Monitoring Officer) | a bilingual service without fail | linguistic assessment tool | |
| | | | Q3 Put measures in place to address any shortfalls in the team's ability to <i>guarantee</i> a bilingual service at first point of contact | Evidence including No and % of staff on Welsh courses and no and % of posts designated Welsh essential | |
| | | | Q4 Provide information collated from the Q1-Q3 milestones to the Bilingual Cardiff team for inclusion in the Annual Monitoring Report | Annual Monitoring Report to Welsh Language Commissioner | |

Directorate/Service Priorities (core business)

Part 3 - Planning for the future

| Outcome | | Cardiff is fair, just and inclusive | | | |
|------------------------------|---|--|--|--|----------------------------|
| Priority | | Working together to transform services | | | |
| Improvement Objective | | The City of Cardiff Council has effective governance arrangements and improves performance in key areas | | | |
| Commitment/Strategy | | Ref No | <<insert commitment from Corporate Plan/strategy/other plan that the following action links/contributes to if applicable>> | | |
| Partners | | <<List key partners organisation>> | | | |
| Ref | Potential Impacts | Officer Responsible | Mitigating Actions | Performance Measures / Evidence Ref | Link to Equality Objective |
| 27 | Review options to develop new income streams through Bilingual Cardiff services | Ffion Gruffudd | Investigate new and further business opportunities and learn from market leaders | n/a | |
| | | | Maximise potential business opportunities through implementing lessons learnt and through improved partnership working | | |
| 28 | Secure funding to continue registration campaigns aimed at increasing voter registrations following the introduction of IER | Ann Philpott | Seek confirmation from the Cabinet Office on funding position for 2017/18 | n/a | |
| 29 | Networking with other Authorities and software company to improve the Welsh bilingual element of the electoral management software system used (Xpress) | Ann Philpott | Investigate the bilingual element of the electoral management software system used (Xpress) | n/a | 1 |
| 30 | In respect of Legal Services consider achievability of historical income target set. | David Marr / Liz Weale (pending appointment of new Monitoring Officer) | Carry out Review in Q1 | Complete proposals and determine income target | |
| | | | Develop proposals by end of Q2 | | |
| | | David Marr (pending | Consideration of invest to save proposals to increase the number of lawyers to reduce external legal spend | n/a | |

| | | | | | |
|----|---|--|--|---|---|
| | Services | appointment of new Monitoring Officer) | Pending agreement of new director, develop client survey | | |
| | | | Pending agreement of new director, develop full Service Level Agreement in consultation with Directors | | |
| 32 | Cabinet has reduced the Scrutiny Service's revenue budget by £50,000 from 1 April 2016, but has provided a one off Financial Resilience Mechanism to the same value for the 2016/17 Financial year, to enable a review of the Scrutiny Function to be implemented from 2017/18. | Paul Keeping, OM Scrutiny and Equalities | Undertake a review of the function and build recommendations into service planning for 2017/18 | Completion of Review Submission of Recommendations | 1 |

Directorate/Service Priorities (core business)

Measure Progress

We will measure progress of our actions using the following local indicators. However, for some new measures we will establish a baseline result this year and determine annual targets for 2017/18.

| Ref | Performance Indicator | 2014-15 Result | 2015-16 Result | 2016-17 Target | 2017/18 Target | Action Ref |
|--|---|-----------------------------------|--------------------------------|----------------------|----------------|------------|
| Council wide | | | | | | |
| | The number of working days/shifts per full-time equivalent (FTE) lost due to sickness absence | 5.68 | tbc | tbc | tbc | |
| | Percentage PPDR Completion | 88% | tbc | 95% | tbc | |
| Committee & Member Services | | | | | | |
| New | Publication of draft Bilingual Minutes within 10 working days of the Committee meeting. | n/a | n/a | Establish baseline | tbc | 9 |
| New | Number of 'live' webcasting hits during meetings. Full Council Planning Committee Scrutiny Committees (from December 2016) | n/a | n/a | Establish baseline | tbc | 10 |
| Electoral Services | | | | | | |
| New | Increase the number of properties responding to the Annual Canvass which was just under 79%. (Over 150,000 properties (excluding Student accommodation) were canvassed and a satisfactory response rate of 79% was received.) | n/a | 79% | 79% | 79% | 19 |
| Legal Services | | | | | | |
| LS2 | Income achieved from providing legal advice to external clients | New | Target: £5,000 Result: £20k | Review see 30. above | tbc | 30 |
| Scrutiny Services | | | | | | |
| DS03 | Percentage of Scrutiny recommendations accepted by the Cabinet (NB Numerator: number of Scrutiny recommendations made Denominator : number of Scrutiny Recommendations agreed) | Target: 10% Result: 77% agreed | 200 Recommendations | 88% | 88% | |

| | | 18% Partly agreed 5% not agreed | 88% agreed | | | |
|------------|--|---|---------------|-----------------------|-----|---|
| New | The number of cross cutting Scrutiny's undertaken during the year to review issues affecting more than one service or public body. | n/a | n/a | 15 | tbc | |
| New | Member satisfaction with Scrutiny and Democratic Services outcomes (annual satisfaction survey, May 2016) | n/a | n/a | Establish Baseline | tbc | 6 |