
DIRECTORATE DELIVERY PLANS 2016-18

Purpose of this Report

1. To provide Members with an overview of those Directorate Delivery Plans relevant to the Terms of Reference of this Committee, to facilitate scrutiny of the 2016-18 Plans.
2. To set in context the role of the Delivery Plans within the Council's overarching strategic planning framework.

Reason for the Scrutiny

3. The Committee's Terms of Reference confer responsibility for scrutinising a range of services that fall within four Directorate Delivery Plans. Two of the Plans, the *Resources Directorate Delivery Plan* and the *Governance and Legal Services Directorate Delivery Plan*, will be considered in their entirety, whilst the *Economic Development Directorate Delivery Plan* will be scrutinised for Strategic Estates matters only, and the *Communities, Housing & Customer Services Directorate Delivery Plan* will be scrutinised for all Customer Services matters.

Structure of the Scrutiny

4. This agenda item will therefore be structured in four parts in order to meet the Committee's responsibilities outlined above.
5. The relevant Cabinet Member and senior manager(s) will attend Committee to present a brief overview of achievements during 2015-16, aspirations for 2016-17;

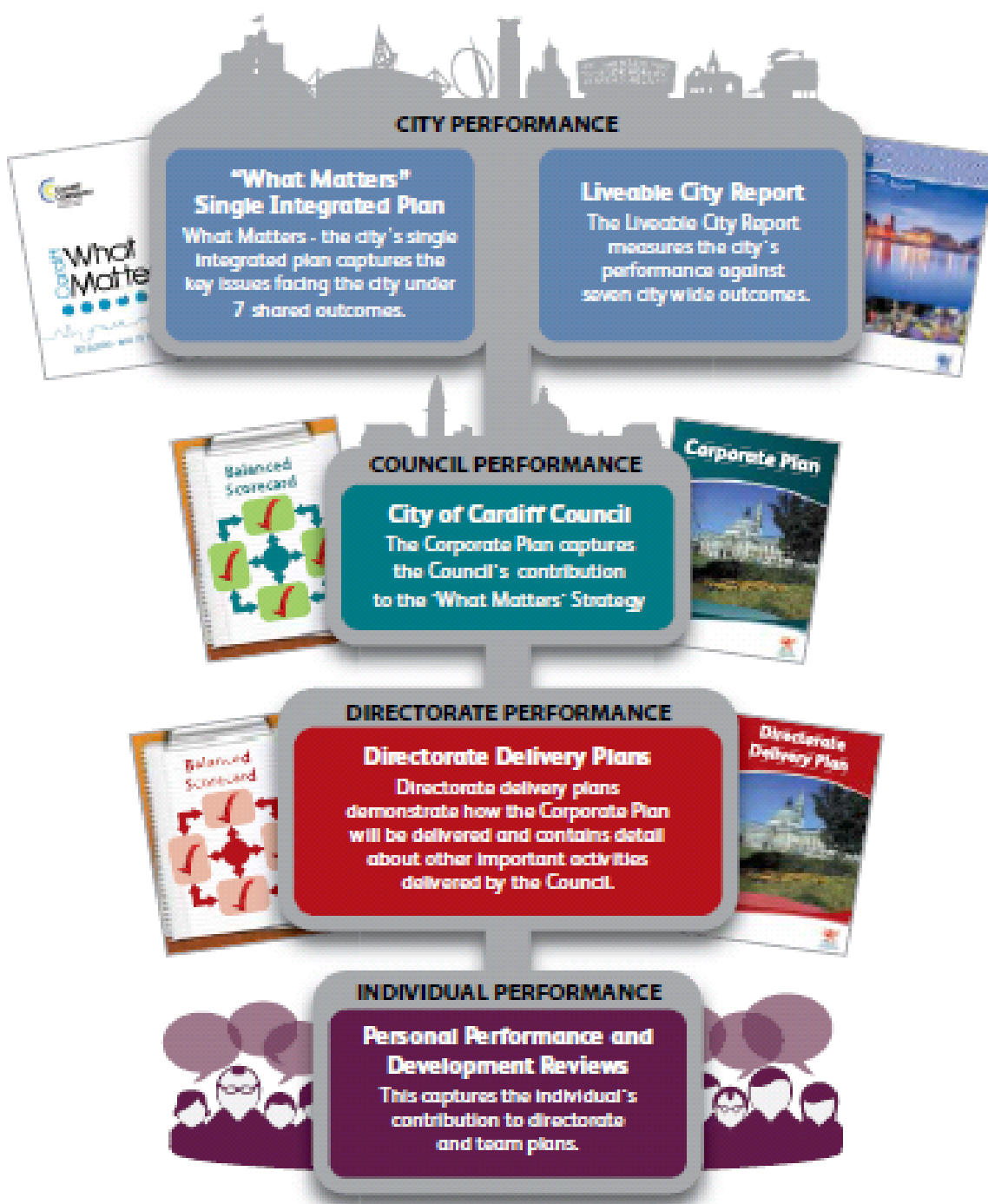
and action plans to deliver the Directorate's contribution both to the Council's Corporate Plan 2016-18, Cardiff Partnership Priorities, and Core Business, following which Members will have an opportunity for questions.

6. In addition, consideration of the four Plans will commence the Committee's work programming preparations for 2016-17. Members will have an opportunity to consider the challenges ahead for services within the Committee's remit, and highlight those areas they would like researched, to assess work programme opportunities for scrutiny impact.

The Council's Strategic Planning Framework

7. The Council's integrated strategic planning framework (see diagram below) to deliver its vision of Cardiff as 'Europe's most liveable Capital City' spans **City Performance**, via the What Matters Single Integrated Plan and Liveable City Report; **Council Performance** via the Corporate Plan; **Directorate Performance** via Directorate Delivery Plans; through to **Individual Performance** via Personal Performance and Development Reviews.
8. The Corporate Plan 2016-18 was approved at Council on 25 February 2016. It set out four Priorities and Improvement Objectives for Cardiff:
 - a. Priority 1: Better education and skills for all;
 - b. Priority 2: Supporting vulnerable people;
 - c. Priority 3: Creating more and better paid jobs;
 - d. Priority 4: Working together to transform services.
9. The Corporate Plan 2016-18 explains how the Council's four priorities link both to Cardiff's seven shared outcomes of the What Matters Plan, and the seven national well-being goals, set out in the Well-being of Future Generations (Wales) Act 2015. A link to the Corporate Plan is provided below:

<http://cardiff.moderngov.co.uk/ieListDocuments.aspx?CId=149&MId=2275>



10. Each of the Council's four priorities has three Improvement Objectives, and each Improvement Objective is determined by a set of commitments assigned to the lead Cabinet Member, and a set of targets by which progress will be measured.
11. The Corporate Plan confirms that each Directorate will publish a Delivery Plan which will provide greater detail on how objectives contained in the Plan will be delivered.

Directorate Delivery Plans should integrate financial and service planning, allowing directorate, team and individual employee objectives to be aligned, thus supporting the Council's drive to improve.

12. In March 2016 the Council welcomed the Wales Audit Office's (WAO) assessment of the Council's progress over the last two years, and acknowledged that, while progress has been made, momentum must be maintained to enable the Council to deliver improved services and better outcomes for the citizens of Cardiff within the next 12 months. Therefore the Council's Statement of Action addressing the 14 Proposals for Improvement identified in the Corporate Follow On Report promises to bring forward a report on the review and reshaping of the Council's Organisational Development Programme (ODP) for consideration by the Cabinet in June 2016.

13. Additionally, as part of its response to the WAO's Follow-On assessment, the Council has made a commitment in its Statement of Action to ensure Directorate Delivery Plans are 'SMART'¹ by the end of April 2016. As such, a peer review involving colleagues from across the Council's Directorates is underway, building on the Central Performance Team's own quality assurance process, to ensure the Council can meet this commitment. Whilst scrutiny consideration of the Directorate Delivery Plans is taking place earlier than usual and work is therefore ongoing, the focus of the peer review work will not be to make substantive changes to the commitments within plans, but to ensure they fully meet SMART criteria.

Structure of the Directorate Delivery Plans

14. Following a standard format, each Delivery Plan covers:

- Directorate Introduction
- Achievements during 2015-16
- Key Aspirations for 2016-17
- Resources – Staff numbers and characteristics (e.g. number of Full Time Equivalent posts, staff composition, welsh speakers , and ethnicity)

¹ SMART is an acronym usually taken to stand for 'Specific, Measurable, Achievable, Relevant and Timely'

- Finance
- Action Plan and Performance Measures, including:
 - Part 1 –Corporate Plan and Cardiff Partnership Priorities
 - Part 2 – Core Business Priorities (Budget, Improvement, Risk)
 - Part 3 – Planning for the Future
- Measuring Progress - Key Performance Indicators.

15. The four Directorate Delivery Plans to be scrutinised are attached to this report as follows:

Appendix A: Resources Directorate Delivery Plan

Appendix B. Economic Development Directorate Delivery Plan

Appendix C: Communities, Housing and Customer Services Delivery Plan

Appendix D: Governance and Legal Services Directorate Delivery Plan.

4a: Resources Directorate Delivery Plan (Appendix A)

16. The Corporate Resources Directorate comprises:

- Central Transport Services and Facilities Management (CTS & FM)
- Commissioning and Procurement (C&P)
- Enterprise Architecture (EA)
- Finance
- Health & Safety
- Human Resources People Services (HRPS)
- ICT
- Organisational Development
- Performance & Partnerships

All of the above fall within the Committee's remit.

17. The Directorate has contributed to Priorities 2 and 4 of the Corporate Plan and key achievements can be found on **page 6** of the Delivery Plan.

18. Key aspirations for 2016-17 can be found on **pages 8-10**. Of particular note are:

- a state of the art workshop and fleet management system for CTS;
- streamlining finance processes;
- providing a Health & Safety advisory service working with Caerphilly Borough Council;
- supporting implementation of the Workforce Strategy;
- embedding the Employee Charter;
- refreshing the Academy;
- embedding SharePoint throughout HRPS;
- rolling out all DigiGov applications across schools;
- promoting self service online transactions 24/7;
- improving the Council's financial resilience;
- establishing a Public Services Board;
- further developing and improving Performance Management;
- embracing an Open Data approach;
- further embedding the Make the Difference campaign;
- leading the response to emergency situations; and
- working to make the City as safe as possible in light of the severe threat from terrorism.

19. The Cabinet Member for Corporate Services and Performance, Councillor Graham Hinchey, has been invited to attend for this meeting. Christine Salter, Corporate Director Resources will be in attendance to give a presentation and answer Members' questions.

4b: Economic Development Directorate Delivery Plan (Appendix B)

20. Members are reminded that most of the work of the Economic Development Directorate falls outside of the remit of this Committee. Within scope is the Strategic Estates Department, which includes management of both the operational and commercial investment portfolios.

21. Achievements highlighted relevant to this Committee's Terms of Reference include publication of the inaugural Corporate Property Strategy, refurbishment of 2 secondary and 4 primary schools, and the establishment of a new corporate approach to property management.
22. Key aspirations for 2016-17 can be found on **pages 9-10**, and includes:
- a. office rationalisation;
 - b. agreeing a plan for City Hall;
 - c. delivering the Corporate Asset Management Plan targets for the operational estate - to reduce the gross internal floor area by 3%, total running cost by £1.6m, maintenance backlog of the estate by £3.8m, and capital receipts of £3.78m; and
 - d. implementing a successful restructuring of Strategic Estates.
23. The Cabinet Member for Corporate Resources and Performance, Councillor Graham Hinchey has been invited to attend for this item, supported by Neil Hanratty, Director Economic Development, and Helen Jones, Strategic Estates Manager. Officers will give a short presentation and answer Members' questions.

4c: Communities, Housing and Customer Services Directorate Delivery Plan (Appendix C)

24. Members are reminded that most of the work of the Communities, Housing and Customer Services Directorate falls outside of the remit of this Committee. Within scope is the following:
- Community Hubs
 - Corporate Customer Services (including Corporate Complaints and the Member Enquiry Service)
 - Technical Corporate Customer Service
 - Connect to Cardiff (C2C).
25. Achievements highlighted in 2015-16, relevant to this Committee's Terms of Reference, include the openings of Rumney and Grangetown Hubs, refurbishment of

Llanrumney Hub, and an extension to the St Mellons Hub; completed design of the core Customer Relationship Management solution; delivery of EDRM (SharePoint) into the contact centre; expansion of C2C to 127 call handlers, supporting two Looked After children into traineeship placements; offered thirteen 8 week placements on Workplace Volunteers programme for young adults.

26. Key aspirations for 2016-17 relevant to this Committee's Terms of Reference can be found on **pages 18 -19** and includes:

- a. opening several new hubs; Fairwater in May 2016, STAR Splott, Powerhouse, and Llandaff North & Gabalfa by winter 2016;
- b. work to increase Community Hub usage amongst the over 50 age group;
- c. C2C will take on responsibility for handling meter fault reports;
- d. achieve a minimum 3-star SOCITM status for the Council's website.

27. The Cabinet Member for Corporate Resources and Performance, Councillor Graham Hinchey has been invited to attend for this item, supported by Isabelle Bignall, Assistant Director Customer Services and Communities who will give a short presentation and answer Members' questions.

4d: Governance and Legal Services Directorate Delivery Plan (Appendix D)

28. The Governance and Legal Services Directorate comprises:

- Bilingual Cardiff;
- Committee & Members Services;
- Electoral Services;
- Equality Team;
- Glamorgan Archives;
- Legal Services;
- Scrutiny Services.

All of the above fall within the Committee's remit.

29. The department has contributed to Priority 4 of the Corporate Plan and key achievements of 2015-16 can be found on **pages 9-13** of the Delivery Plan.

30. Key aspirations for 2016-17 can be found on **pages 14-15** and includes:

- a Directorate wide aspiration to support the Council to deliver the Wales Audit Office recommendations relating to good governance;
- Complete recruitment of the new director;
- ensuring new vacant translator posts are filled to meet the growing demands of the service and requirements of the new statutory Welsh language standards;
- improving communications with Councillors;
- improving accessibility and engagement with the democratic processes through website; webcasting and social media;
- ensuring that the democratic process meets the requirements of the Welsh Language Standards;
- delivering Member Induction training programme that meets the needs of new and returning Councillors;
- Administration of the National Assembly for Wales and the Police and Crime Commissioner elections in May 2016;
- Administration of the EU Reference once a date has been announced;
- Administration of the Elected Mayor petition and running a Referendum if petition is valid;
- encouraging increased registration of electors;
- ensuring all Council Directorates deliver the highest standards of fairness and accessibility in the services they provide;
- preserving the region's past for future generations to use;
- introducing enhanced legal case management and IT hardware system;
- developing an income earning strategy;
- ensuring the Council's governance arrangements are of an impeccably high standard, informed by the most relevant and useful evidence;
- ensuring Members are equipped with good development opportunities and support to scrutinise the Council's work.

31. The Cabinet Member for Safety, Engagement & Democracy, Councillor Daniel De'Ath, has been invited to attend. David Marr, Interim Monitoring Officer, Liz Weale, Legal Manager, and Paul Keeping, Scrutiny Manager will be in attendance to give a presentation and answer Members' questions.

Scope of the Scrutiny

32. This item will provide the Committee with an opportunity to gain an understanding of the services relevant to its Terms of Reference within the Corporate Resources, Economic Development, Communities, Housing & Customer Services, and Governance & Legal Services Directorates and the challenges and objectives each faces this year. It will also enable Members to explore the following areas:

- a. How the Directorate is supporting delivery of the Corporate Plan and the Council's four priorities;
- b. How the Directorate is contributing to the delivery of the Organisational Development Programme via the commitments detailed in the Action Plan;
- c. How the Directorate is planning for the future;
- d. The key challenges facing the Directorate and how it is planning to meet them;
- e. The Directorate's resource levels, workforce planning, and whether these are sufficient to resource the commitments in the Action Plan;
- f. How the Directorate's key issues and priorities were identified and what criteria were used;
- g. How it has been determined that the actions included in the Action Plan will help either improve the service, make it more effective, or enable it to deliver within the Council's financial context;
- h. How performance indicators and targets have been selected;
- i. Whether the commitments will help either improve or make more effective the service and whether the milestones and timescales are appropriate and achievable;
- j. Whether the performance measures are appropriate and fit for purpose;
- k. The key challenges facing the Directorate and how it is planning to meet them;
- l. The Directorate's key achievements during 2015/16.

Legal Implications

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

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

RECOMMENDATIONS

35. The Committee is recommended to:

- i. consider the information presented in this report and at the meeting;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member for each of the Directorates scrutinised.
- iii. discuss whether any of the issues considered should be built into the Committees work programme for 2016/17.

DAVID MARR

Interim Monitoring Officer

6 April 2016