

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

18 JULY 2017

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

### 68 : APPOINTMENT OF CHAIRPERSON

The Committee noted that Council at its meeting of the 25 May 2017 appointed Councillor David Walker as Chairperson of the Committee.

### 69 : TERMS OF REFERENCE

The Chairperson outlined the Terms of Reference as set out in the agenda.

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
- To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
- To assess the impact of partnerships with resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

### 70 : MEMBERSHIP

The Committee Membership was noted:  
Councillors: Berman, Bowen-Thompson, Boyle, Cunnah, Jacobson, Mackie,  
McKerlich and Murphy.

### 71 : APOLOGIES FOR ABSENCE

None

### 72 : DECLARATIONS OF INTEREST

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

### 73 : MINUTES

The minutes of the 15 February 2017 and 14 March 2017 were approved as a correct record.

## 74 : CAPITAL AMBITION - POLICY PRIORITIES OF THE ADMINISTRATION

The Chairperson welcomed:

The Leader of the Council, Councillor Huw Thomas  
The Chief Executive, Paul Orders

The Chairperson advised the Committee that the overarching focus of the meeting was to provide a concrete understanding of the Council's corporate and partnership planning framework, considering the administration's priorities in preparation for setting the Committee's work programme for the year.

The Chairperson invited the Leader to introduce the report.

The Leader explained that the 'Capital Ambition' was a document that reflected the Labour Party's Manifesto for Cardiff. The 'Capital Ambition' document set out a programme of action to continue to drive the city economy forward whilst ensuring that all residents felt the benefits of success. In delivering its Capital Ambition the administration would focus on four priority 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.

The Capital Ambition would initiate the process of developing the Corporate Plan 2018-19 by providing a clear signal of the administration's direction of travel. This enabled the development of a budget strategy and a refresh of the Council's organisational development programme.

The CEX confirmed the administration priorities and objectives outlined in the document and as a starting point to develop the Corporate Plan 2018/19.

The Chairperson invited the Members to ask questions.

Members of the Committee were of the view there was a change in emphasis to that of the previous administration. The Committee was assured this was a continuation of the administrations journey with a robust Education programme being developed through the channelling of schools. Successful partnerships being established, business development in the city, redevelopment of Central Square, whilst tackling poverty and inequality across the city at the same pace. It was recognised this was a move away from the 'Liveable City' agenda.

Some Members of the Committee were concerned the document was only asking the Committee to note its recommendation's whilst changing the existing Corporate Plan objectives, to which the electorate voted on most recently. This could be seen as a

slight disconnection and maybe the current Corporate Plan should be revised to reflect the new priorities.

The CEX explained the existing Corporate Plan would be used as a tool to monitor achievements between performance objectives and agreed targets. The new administration acknowledged the need for continuity but new ideas needed to be developed. These were standard approaches with no significant changes to the framework with no disconnection.

The Leader assured the Committee this document would sit alongside the Corporate Plan.

Members were keen to hear what cost implications could be found in the Capital Ambition. The Leader explained the deliverability of commitments were sound however affordability would be explored in relation to specific costs.

The issue of school's funding was discussed and with the 21<sup>st</sup> Century School Programme in place, Band A & B further investment would be required.

The CEX explained there was a funding equation for the Council's position in relation to Band B. The school's overall estate would be analysed as part of the asset management renewal plan, investigating the maintenance of the estate and prioritising works as part of the Council's statutory obligation. The Council's intention was to shift its approach to a Corporate Landlord model, ensuring a tighter grip on the estate and identifying what the priorities were.

The Leader advised the Committee that manifesto commitments were reflected in the document and the administration were committed to exploring options. Aspirations for developing partnership working were reflected, along with the ambitions for the continued development of the City.

Members of the Committee were keen to see further exploration of environmental and transportation matters in the document, as information for education seemed broader.

The Leader explained that bringing the document together, incorporating the manifesto resulted in broad-brush themes sitting alongside clear concrete areas of priority, which could translate into KPI's.

Members of the Committee asked about the cost implications of delivering the priorities, given the difficult budgetary decisions to be made.

The Committee was assured that the priorities could be seen as 'business as usual'. The Education ambition that "making sure every child in Cardiff goes to a good or excellent school" was essential.

The Leader agreed it was appropriate for the Council to interact with the Third and Voluntary Sectors and a significant factor to add value for money, especially in relation to the redevelopment of schools in local communities.

The Committee noted the comments in relation to the value of Cardiff Business Forum, currently abandoned and the significant push from the business community

and Welsh Government for alignment of business' in Cardiff to support future regeneration and economic growth.

Members of the Committee drew attention to the comment on “good and excellent schools in Cardiff” and asked how many schools did not match that standard.

The Leader assured the Committee that this was a pathway to get schools to the appropriate standard.

Members asked to what extent the programme could be achieved. Some of the ambitions were basic rights and how satisfied were the administration of the deliverability of the priorities.

The Leader accepted there were issues that could be left for debate, as it was the nature of the document. Broad themes had been developed and measures were in place to push these forward.

The Committee was advised that some areas needed to be worked through, neighbourhood services, waste management/ cleansing for example. There was detail that outlined the commitments and by February 2018 a clear set of objectives would be defined with a delivery plan making it clearer for members.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

## 75 : PARTNERSHIP SCRUTINY - PUBLIC SERVICES BOARD STATUTORY RESPONSIBILITIES OF THE COMMITTEE. DRAFT WELL-BEING OBJECTIVES

The Chair welcomed Gareth Newell, Operational Manager Partnerships and Community Engagement to join the Leader and Chief Executive.

The Chair advised Members that this Committee had responsibility for scrutiny of the Council's partnership work, specifically a statutory responsibility under the Well-being of Future Generations Act for scrutiny of Cardiff's Public Services Board (CPSB). Therefore, in line with the Council's Constitution, this Committee will perform a strategic overview role of the CPSB's performance.

The Chair invited the Leader to make a statement.

The Leader explained that Cardiff Partnership Board transitioned into the Cardiff Public Services Board. The aim was for public bodies to pursue a common aim to improve the economic, social and environmental well-being of Wales. This recognised that each public body has a role to play in improving well-being and sharing responsibility for contributing to well-being goals whilst working in partnership to un-block common issues.

The Leader invited the Chair to attend a future PSB meeting.

The Committee received a presentation which outlined the following:

- Public Service Boards
  - The requirements of the Act
- The Structure and Reporting path
- Hierarchy of Plans
- Well-Being Assessment
- Wellbeing Plan: Statutory Requirements
- Wellbeing Objectives
- Cardiff Public Services Board – Draft Well-Being Objectives
- Role of the Future Generations Commissioner

The Committee referred to the next steps and the timescales in place for consultation on the Wellbeing Objectives.

The Committee was advised of the 12-week consultation process. The intention was to take a report to PRAP in October 2017.

The Committee was given information on the seven national well-being goals:

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

The Leader explained that targets were essential in order for the PSB to progress and the Committee would have a further opportunity to scrutinise the report in the Autumn.

Members of the Committee asked if there was a statutory obligation on local authorities to meet targets. The Leader confirmed there was not a statutory requirement to set targets but there was an obligation on the Council to set them.

The Committee was advised there were advantages to this legislation as local authorities in England did not come under the act and were keen to engage in this type of partnership arrangement.

Members of the Committee suggested that the Results Based Accountability (RBA) methodology be used to focus on targets. Further, would the new framework be diluted when the additional national indicators were introduced?

The CEX explained the framework required a clear definitive delivery plan. The partnership mechanism was a tool to drive forward change and development. Small strategies would be visible at the outset, with partnership strategies being developed to target services.

The Committee discussed the dynamics of recording the performance of partnerships workings and the outcomes supporting the needs of the citizens.

The Consultation process was addressed and Members were informed of the Ask Cardiff questionnaire outcomes, which following analysis and assessment led to further work being undertaken on the process.

The Committee suggested looking at the outcomes post October 2017. Concerns were raised in relation to the precision of measures and how they were achieved.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

## 76 : WORK PROGRAMMING - DIRECTORATE CHALLENGES FOR 2017/18

The Chairperson welcomed Christine Salter, Corporate Director Resources. The Chairperson advised Members the Committee was tasked with constructing a work programme for the municipal year to July 2018 that ensured the time available to the Committee was used effectively and maximised the impact of scrutiny. The Committee's remit determined responsibilities that fell within three Cabinet portfolios: the Leader; the Cabinet Member for Investment and Development; and the Cabinet Member for Finance, Modernisation and Performance. These portfolios span four Directorates of the current organisational structure. The Directors would highlight:

- The key challenges faced for 2017/18; and
- How they consider the Committee's work programme for 2017/18 could constructively assist in the improvement of services.

The Chairperson invited Christine Salter to deliver a presentation:

The presentation outlined the following:

- Directorate Profile
  - 2017/18 Budget
  - Workforce
- Split of Budget across functions
- Directorate Delivery Plans
- Aspects of Potential interest to PRAP scrutiny

The Chairperson invited the Committee to ask questions.

Members of the Committee asked about the target sickness absence figure of 5.8 FTE, against the current 7 FTE and how this would be actively managed.

The Committee was interested to receive an update on procurement. In response, it was explained that savings were on going. A Local Authority Trading Company (LATC) had been established, providing work in England and Wales working within the trading rules.

Members of the Committee asked how the "Digitalisation" programme would be taken forward without isolating vulnerable groups. In response, the Committee was

advised that everyone would be considered a part of the process and the Hub's would be the starting point.

The Committee was keen to see the development of Wellbeing, due to the lack of substance in the objectives and was an opportunity to bring back for consideration.

The Committee was advised that the "Digitalisation" agenda should be accelerated as this programme was supporting savings across the Council. The Customer Relations Management system was the tool to take this forward and deliver the required savings. This system would support an electronic mailing process of Council Tax notification, superseding the current paper billings system.

The Chairperson welcomed senior officers of the Economic Development Directorate, Tara King, Assistant Director Commercial Services and Helen Jones, Strategic Estates Manager.

The Chairperson invited the officers to provide the Committee with a verbal brief.

Tara King provided the Committee with an overview on Commercialisation.

- Income generation
- Facilities Management – County Hall, City hall, Castle
- Commercial Fleet
- Rationalisation

Fleet Services Digitalisation system would commence shortly along with work on the rationalising the fleet.

Schools were also being supported through this programme and school's compliance was being maintained.

The Corporate Landlord Model was being introduced, covering five work streams.

- Health & Safety compliance
- Strategic Assets
- Services for Work
- Digitalisation
- People & Change

The Committee was advised of the internal and external customers. The intention was to insource work by bringing smaller jobs in-house. Service Level Agreements (SLA) were in place for schools.

Helen Jones provided the Committee with an overview on Non-Operational Estates and Investments.

The Committee was advised that strategies had been in place over the years to support this service however, an established process to monitor the overall Estate was not complete. A deeper understanding of the estate was required with key focus being placed on the 18-24 months. A full audit of the estate was needed and how the estate was being utilised. A new IT data base was being created to control and monitor the estate in one place.

The Committee were keen to learn about school buildings being used out of hours and if the Council were charging for these services. In response, Members were advised that out of hours activity was taking place. These school assets were not fulfilling their potential and additional income should be expected. In future new schools would be designed to support external facilities.

The Committee drew attention to services provided by Parks and the responsibility to deal with open land space. In response, Officers confirmed that the Corporate Landlord model would have visibility of land ownership.

The current estate audit was focusing on land but would pick up on parks and open space once the buildings had been analysed.

The Committee discussed Community Asset Transfers (CAT) and were informed that a project manager had been appointed to support these groups independently.

The Chairperson welcomed Davina Fiore, Director Legal and Governance to provide the Committee with a verbal briefing.

Davina Fiore explained the Directorate consisted of:

- Legal Services
- Democratic Services
- Electoral Services
- Scrutiny
- Bilingual Cardiff

Key challenges facing the directorate were budget restraints with the main section of the budget contributing towards staffing. The Legal Services workloads were outlined to the Committee whose main responsibilities were to support the priorities and initiatives of the Council. There would be additional legal support available from newly advertised posts.

The Bilingual Cardiff Strategy was positive, however there was very little budget to deliver the programme. The increase in the demand for translation had an impact on the service, whilst the team had sourced income generation from an SLA with the Vale of Glamorgan Council. Posts were being advertised on a Welsh Language website and it was hope that additional Welsh speakers would be entering into the organisation.

Sitting with Scrutiny were the Equalities Team consisting of 2 members of staff who played an important role in the accountability of equalities across the Council.

The Electoral Services Team delivered and organised all elections and administered the electoral register. There had been some difficulty recruiting to this service and a further advertisement would be published.

Committee and Members Services supported the Council's Committees and Members. There was an issue with the number of meetings taking place as there were not enough resources to support them. The Members Induction Programme was progressing and buy in was required from all Members.



A Scrutiny Review had taken place under the previous administration and recommendations had come forward. To date the recommendation to reduce the number of scrutiny committees had not been adopted by the Council, and it would be essential to keep Members engaged in the scrutiny process.

Members of the Committee asked if the Election Count process could be looked at, as the current system was considered slow. In response, the Committee was advised that Elections were run by the Returning Officer. Complexities were experienced by administering 4 Cardiff constituencies with a high volume of electors.

The Chairperson welcomed Sarah McGill, Director Housing & Customer Services and Isabelle Bignall, Assistant Director Customer Services.

The Committee received a presentation which outlined the following:

- Achievements
  - Council website
  - Best Welsh Authority Website
  - C2C
  
- Corporate Plan Commitments
  - Increase customer contacts to the Council using digital channels
  - Improve Ask Cardiff Results related Digital Use
  - To review, promote and increase current online services offered by C2C
  
- Community & 3<sup>rd</sup> Sector
  - Stronger Partnership Work

Members of the Committee were pleased with the current Hub services being provided across the city and asked what provisions were in place to encourage and support elderly people to use the facilities. Officers explained that access to services was monitored, along with the demand for services. This was a potential item for a Task & Finish exercise.

The Chair highlighted that how to achieve a Council Wide customer first culture/ethos in addressing customer demand had been identified as a potential Task & Finish Item.

77 : DATE OF NEXT MEETING - 20 SEPTEMBER 2017

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