

Delivering the Capital Ambition Programme

Reason for the Report

1. To receive an update on the Council's Capital Ambition Delivery Programme (CADP), with a focus being on review of the projects within the Resilient Services portfolio of the Programme.

Background

2. In December 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme, with corresponding governance and performance management arrangements, to lend impetus to the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.
3. Capital Ambition is considered as a statement of the Administration's priorities and principles for change to respond to the pressures affecting local public services. It sets out four priorities, each of which contain a series of 'commitments for Cardiff' covering a wide-range of Council services:
 - **Working for Cardiff:** Making sure that all our 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 our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

4. Capital Ambition also set out a series of principles that will underpin the development of the Council in coming years:

- **Getting the Basics Right:** Maintaining a relentless focus on the performance of key statutory services.
- **Digital First:** Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives.
- **Putting Communities Front and Centre:** Aligning community services, making sure that developments and investments in local communities are well planned and maximise the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.
- **Joining-up of Frontline Services:** Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships:** We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal with Citizens:** Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

5. The Capital Ambition Delivery Programme (CADP) is composed of two discrete components:

- **Modernisation:** Transformation of corporate systems and processes that support service delivery.
- **Resilient Services:** Transformation of front-line services.

6. The Policy Review and Performance Scrutiny Committee has responsibility within its Terms of Reference for scrutiny of the Strategic Programmes and has reviewed the progress of the Modernisation component at its meeting in March and intend to consider the transformation of front-line services contained within the Resilient Services component at this meeting.

Issues

7. The Committee will receive a summary of progress achieved through the CADP against the four programmes within the Resilient Services Portfolio shown below:



8. The Senior Responsible Owner for the Resilient Services Portfolio is Sarah McGill, Corporate Director People & Communities.
9. Programme Boards have been established for each programme, that report to Senior Management Team (SMT) on a regular basis. The programme and project boards are responsible for managing the timely delivery of milestones, as set out in individual project plans.
10. The following appendices are attached to this report:
 - a. Appendix 1 – Portfolio Structure Chart for the Resilient Services Portfolio.
 - b. Appendix 2 – Partnership Governance Arrangements.
 - c. Appendix 3 – Programme Dashboard – Adults
 - d. Appendix 4 – Summary of progress – Resilient Services Portfolio

Way Forward

7. An initial overview presentation will be made to the committee followed by a short presentation on each of the programmes. The Committee will have the opportunity to ask questions after each programme presentation. The following representatives will be in attendance to provide information and respond to any concerns that the committee members may have:

Overview and Governance arrangements

- *Cllr Chris Weaver, (Cabinet Member for Finance, Modernisation & Performance)*
- *Sarah McGill, (Corporate Director, People & Communities)*
- *Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)*

Inclusive Growth

- *Cllr Linda Thorne, (Cabinet Member for Housing and Communities)*
- *Jane Thomas, (Assistant Director in Housing & Communities)*

Improving Outcomes for Adults

- *Cllr Susan Elsmore, (Cabinet Member for Social Care and Health)*
- *Claire Marchant, (Director of Social Services)*

Improving Outcomes for Children

- *Cllr Graham Hinchey, Cabinet Member for Children & Families*
- *Claire Marchant, (Director of Social Services)*
- *Deborah Driffield, (Interim Assistant Director Children's Services)*
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Street Scene

- *Cllr Michael Michael, (Cabinet Member for Clean Streets, Recycling and Environment)*
- *Andrew Gregory, (Director in Operations, Planning, Transport & Environment)*
- *Matt Wakelam, (Assistant Director - Street Scene in Planning, Transport & Environment)*

Legal Implications

8. 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

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 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

17. The Committee is recommended to:
- a. consider the information provided at this meeting; and
 - b. determine whether it wishes to relay any comments or observations to the Cabinet Member for consideration; and
 - c. consider the requirements for further scrutiny of this issue.

Davina Fiore
Director of Governance & Legal Services
04 April 2019