
DRAFT CITY OPERATIONS DIRECTORATE DELIVERY PLAN - 2015/17

Purpose of Report

1. To provide Members with background information to facilitate the scrutiny of the draft City Operations Directorate Delivery Plan 2015/17 in order to assist in pre-decision scrutiny.

Scope of Scrutiny

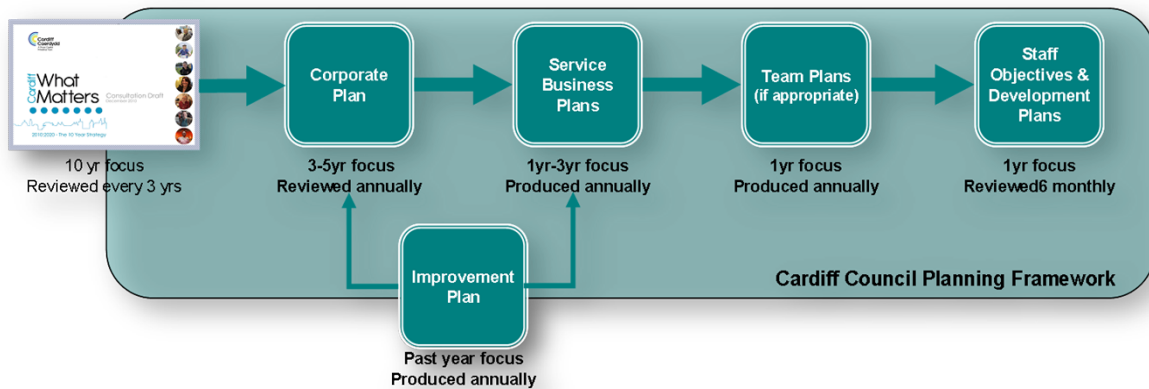
2. This item will enable the Committee to pass comments to the Cabinet for consideration when they receive the draft City Operations Directorate Delivery Plan 2015/17. At this meeting Committee can scrutinise:
 - The Directorate's contribution to delivering the Council's Corporate Plan 2015-17 and the Organisational Development Programme, via the commitments detailed in the Action Plan;
 - The milestones and timescales for delivering the commitments in 2015 -17;
 - The resources it has to deliver these commitments in 2015-17;
 - The challenges it faces as a service in 2015-17;
 - The key achievements from 2014/15 which now fall under the City Operations Directorate.
3. The remit of this Committee includes all areas of the City Operations Directorate with the exception of the following services:
 - Cardiff Harbour Authority;
 - Leisure Services;
 - Parks & Green Spaces.

4. The Committee still has the responsibility to scrutinise a range of regulatory and supporting services. During 2015/16 it is anticipated that these will be delivered by the newly formed Regulatory Services Collaboration. Work is underway to establish scrutiny arrangements of the new Regulatory Services Collaboration. It is hoped that a new format to review the 'Draft Regulatory Services Collaboration Delivery Plan' will be in place by September 2015. It should be noted that some elements of the Regulatory Services Collaboration are addressed in the draft City Operations Directorate Delivery Plan 2015/17.

Background

5. The Corporate Plan 2015 -17 was approved at Council on the 26th February 2015. It set out four key priorities for Cardiff:
 - Education and Skills for People of All Ages;
 - Supporting People in Vulnerable Situations;
 - Sustainable Economic Development;
 - Working with People and Partners.
6. The City Operations Directorate Delivery Plan identifies the contribution that the directorate will make in 2015 -17 to the Council's improvement priorities, and Corporate Plan. It describes the continuing core services that they provide, contains an assessment of achievements in 2014-15 and presents the directorate priorities and commitments for 2015 -17. The action plan details what actions will be taken and how success will be measured. Links are made to the Council's Medium Term Financial Strategy and the collaborative arrangements that will help the Council deliver services in the future.

7. The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this Plan.



8. Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this Plan and its achievements will be published in the Annual Improvement Report.
9. City Operations is a new Directorate formed in April 2015 incorporating the former Directorates of Environment, Strategic Planning, Highways, Traffic and Transportation and Sport, Leisure and Culture. With a key role of ensuring the effective and efficient implementation of the Council's strategic choices, the Directorate will have with a clear focus on achieving continually improving outcomes in the field of City Operations; essentially keeping the Cardiff green and clean. The core business areas of the new directorate are set out below:
- Area Strategies;
 - Bereavement and Registration Services;
 - Building Control;
 - Cardiff Harbour Authority;
 - City Transport Services;
 - Cycling and Walking;
 - Emergency Planning;
 - Energy, Sustainability & Carbon Management;
 - Flood risk management;
 - Highways Assets and Operations;
 - Leisure Services;

- Licensing Policy;
- Network Management (including Parking Management);
- Parks and Green Spaces;
- Public Transport;
- Strategic and operational Waste Management (including; Commercial and domestic waste collections, Street Cleansing, Waste Disposal and Waste Education and Enforcement);
- Streetscape Transport Strategy and Policies.

10. It is anticipated that the new City Operations Directorate will address three of the four main Council priorities in the following way:

Supporting People in Vulnerable Situations – People in Cardiff have access to good quality housing

- Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city

Sustainable Economic Development as the Engine for Jobs and Growth - Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure:

- Work with key partners to design and deliver a new transport interchange- including a new bus station- as part of a high quality gateway into the city by December 2017;
- Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015;
- Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015;
- Adopt the Local Development Plan by October 2015;
- Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region;
- Establish a new strategy for highways and transport asset maintenance & renewal by October 2015;

- Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016;
- Production of a Parks and Green Spaces Vision;
- Complete the procurement process for leisure centres.

Working with people and partners to design, deliver and improve services - Communities and partners are actively involved in the design, delivery and improvement of highly valued services

- Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016;
- Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016;
- Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government;
- Implement the regional service for Regulatory Services with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards, landlords and licencing services;
- Introduce new models of service provision for youth, (joint target with Education and Learning) and play services in the city by April 2017, with existing services running until new services are in place.

11. The financial and resources information for the City Operations Directorate are set out on pages 14 and 15 of the draft City Operations Directorate Delivery Plan (**Appendix 1**).

Issues

12. The Draft City Operations Directorate Delivery Plan is attached at **Appendix 1**. Following a standard format, it covers:

- Directorate Introduction;
- Priorities & Challenges;

- Core Business;
- Achievements in 2014/15;
- Key Aspirations;
- Resources – Staff;
- Resources – Finance;
- Action Plan and Performance Measures.

13. The Action Plan is structured as follows:

- Corporate Plan Commitments;
- Core Business Priorities;
- Planning for the Future.

14. In addition to this the 'Draft City Operations Delivery Plan' has a section titled 'Measures' which considers a range of 'Key Performance Indicators'.

15. Each improvement objective set out in the Corporate Plan 2015 – 17 is supported by a 'Directorate / Service Commitment'. These all have a reference number, list a responsible officer, indicate the key milestones required to meet the objective and state the performance measures which will be used. The 2015/17 Directorate / Service Commitments for the City Operations Directorate are set out on pages 18 to 75 of the draft City Operations Directorate Delivery Plan 2015/17 (**Appendix 1**). The headings and brief descriptions are listed below and fall into two categories; 'Corporate Plan & Cardiff Partnership Priorities' & 'Core Business Priorities':

Corporate Plan & Cardiff Partnership Priorities

- **CO1/R** - Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city.
- **CO2/T** - Work with key partners to design an implementation plan and deliver a new transport interchange- including a new bus station- as part of a high quality gateway into the city by December 2017.
- **CO2.1/T** - Secure approved design and Planning Consent for new bus station.

- **CO3/T** - Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015.
- **CO3.1/T** - Deliver and review status of programme of bus and active travel schemes on a quarterly basis.
- **CO4/SP** - Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015.
- **CO5/SP** - Adopt the Local Development Plan by October 2015.
- **CO5.1/SP** - Monitor performance of LDP.
- **CO5.2/SP** - Deliver the LDP through preparation of SPG, development guidelines and other supporting guidance.
- **CO5.3/SP** - Deliver the necessary infrastructure to support the LDP proposals including progressing the Community Infrastructure Levy (CIL) and Section 106 obligations.
- **CO5.4/SP** - Deliver the LDP by ensuring that its strategy and policies inform the emerging Strategic Development Plan (Regional Plan subject to new Planning Bill).
- **CO6/E** - Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region.
- **CO6.1/E** - Delivery of live energy projects within the Prospectus.
- **CO7/T** - Establish a new strategy for highways and transport asset maintenance & renewal by October 2015.
- **CO8/T** - Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.
- **CO8.1/T** - Work towards fulfilling the requirements of the Active Travel Act including the production of existing and integrated route maps, and work towards the delivery of an on street cycle hire scheme for Cardiff (subject to funding). This would include the creation of a Cycling Strategy for Cardiff with the development of a 'Bicycle Account'.
- **CO9/T** - Develop a Cardiff City Transport Strategy benchmarked against European best practice by Dec 2015.
- **CO9.1/T** - Deliver the work programme identified in the Local Transport Plan 2015-20.
- **CO9.2/T** - Deliver new Parking Strategy for Cardiff by summer 2015.

- **CO12/I** - Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016.
- **CO12.1(I)** - Develop and implement in-house costed improvement plans for each service within Alternative Delivery Model scope.
- **CO13/W** - Phase 1: Residual Waste Restricting Programme - Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government.
- **CO13.1/W** - Phase 2: Household Waste & Recycling Centre's (HWRCs) – new markets and re-use options.
- **CO13.2/W** - Phase 3 & 4: Recycling collection changes / Recycling infrastructure; Materials Recycling Centre changes.
- **CO14/R** - Cardiff has a 57% stake in the regional service and will govern the new service through representation on the Service Board and the Joint Committee. There is a need to implement the Shared Regulatory Services (SRS) regional collaboration with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards landlords and licencing services. To achieve this the Council needs to:
 - Review existing and develop new service standards and performance indicators to reflect the needs of stakeholders and citizens;
 - Review existing and develop new Regulatory policies, procedures and business continuity plans to reflect the needs of the new organisation;
 - Establish effective and consistent accountancy arrangements to provide each authority with confidence regarding payment arrangements and Licensing fees;
 - Undertake consultation and implement new Target Operating Model.

Core Business Priorities

- **CO15/W** - Cleansing & Collection savings – these include previous savings from ENV2 - Neighbourhood Services Council Wide £600,000; ENV4 - Redesign of Cleansing services £450,000 and ENV9 - Domestic Collection efficiencies £160,000.

- **CO16/W** - Waste strategy & disposal savings – these include previous savings from ENV5 - Revised Waste Strategy £267,000; ENV6 - Prosiect Gwyrdd £3,572,000; ENV7 - Increased control of bags £300,000; ENV8 - Wheeled Bin & Garden Sacks £55,000; ENV10 - Stop Post sort £316,000 and ENV11 - HWRC reduced opening times £42,000.
- **CO17/R** – Regulatory Collaboration Savings - £434,000.
- **CO18/E** - Energy savings - ENV14 - Energy Renewable Income Generation - £85,000 and ENV15 - Energy Savings Council Wide - £47,000.
- **CO19/W** - Corporate savings linked to Directorate - 199 - Corporate saving – operational efficiencies - £30,000 and 201 - Corporate saving – agency spend - £64,000 and 202 - Corporate saving – discretionary overtime - £23,000.
- **CO20/T** - Reduction in Revenue Budgets - SPH5 - Reduction in Council Supported Bus Services - £236,000 and SPH9 - Review of Tunnel Costs - £72,000.
- **CO21/T** - Invest to save schemes - SPH7 - Private Circuit Rental - £18,000; SPH18 - Highways Street Lighting - LED conversion main routes - £50,000 and SPH19 - Highways - Dimming of Street Lights - £126,000.
- **CO22/T** - Restructure / Service Review - SPH10 - Review of additional staff payments - £48,000 and SPH27 - Restructure - £50,000.
- **CO23/T** - Increase in Income - SPH15 - Planning – increase in Development Fee income target - £100,000; SPH17 - Highways income - £10,000; SPH20 - Highways Charge for Land Searches - £50,000; SPH21 - Commercialisation - £30,000; SPH25 - Moving Traffic Offences - £450,000 and SPH26 - Parking Strategy - £85,000.
- **CO38/B** - Bereavement Strategy Implementation - Identify potential burial sites including a woodland burial site.
- **CO39/B** - Bereavement Strategy Implementation - Identify an area for a pet cemetery / crematorium.
- **CO40/B** - Bereavement Strategy Implementation - Identify an area and investigate requirements to meet the needs of the Hindu Community to scatter cremated remains.
- **CO41/B** - Bereavement Strategy Implementation - Carry out war memorial survey and update War Memorials Trust Online Portal.
- **CO42/B** - Bereavement Strategy Implementation - Consult with all stakeholders concerning increased income opportunities.

- **CO43/W** - Implement the in-house Neighbourhood Services model by September 2015.
- **CO44/W** - Take forward development support mechanisms to ensure implementation and embedding of the Waste Strategy.
- **CO45/W** - Finalise arrangements for new Household Waste Recycling Centre.
- **CO46/W** - Take forward recycling education initiatives and campaigns to support Waste Strategy.
- **CO47/W** - Take forward enforcement initiatives and campaigns to support waste Strategy.
- **CO48/W** - Further develop commercial waste services through seeking additional income, profitability and process improvements.
- **CO49/W** - Develop and improve back office support arrangements.
- **CO50/W** - Progressing capping arrangements for Lamby Way Landfill Site.
- **CO51/E** - Progression of Energy & Sustainability Projects and Initiatives as outlined below.
- **CO52/E** - Retrofitting the council's building estate through energy efficiency projects on a building by building basis.
- **CO53/E** - Deliver retrofit improvements to residential housing stock to increase energy efficiency and help reduce fuel poverty across the city
- **CO54/E** - Carbon Reduction Strategy - the Council's strategy for reducing carbon up until 2022. 4 strands include energy efficiency, renewable energy generation, behaviour change, rationalising building assets.
- **CO55/E** - Prepare for the Well-being of Future Generations Bill by participating in the WLGA Early Adopters programme (subject to funding) and coordination of One Planet Cardiff.
- **CO56/E** - Deliver Cyd Cymru Switch 4, subject to approved funding.
- **CO57/E** - EUFP7 (WISDOM & PERFORMER) - European funding projects for research and innovation in water and energy efficiency.
- **CO58/E** - Small Business research Initiative - Government funding to stimulate research and innovation in the field of energy efficiency and renewable energy generation.
- **CO59/E** - Maintain registration to Level 3 of the Green Dragon Environmental Management Standard.

- **CO60/Q** - Develop Balanced Scorecard approach as an effective tool for managing performance.
- **CO61/Q** - Undertake developments for transition to amended ISO 9001:2015 Standard and retain / maintain accreditation.
- **CO62/Q** - Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors.
- **CO63/Q** - Continue APSE Performance Networks submissions for Refuse Collection, Street Cleansing, Street Lighting, Highways and Winter Maintenance, Road Asset Management & Parks.
- **CO64/Q** - Ensure that risks are identified and included in Corporate and Directorate Risk Register, carry out reviews at least on a quarterly basis in line with Council's Risk Management Strategy.
- **CO65/Q** - Maximise the impact of Personal Performance and Development reviews in improving Council performance by March 2016.
- **CO66/Q** - Improve Sickness Absence Levels by monitoring, compliance and provision of support for staff and managers to reduce the levels of sickness absence by March 2016.
- **CO67/Q** - Develop Directorate Health & Safety Policy and Action Plan.
- **CO68/Q** - Aim to reduce accidents and incidents hence reducing injuries, days lost and other associated costs through effective monitoring of available performance data.
- **CO69/Q** - Undertake a skills gap analysis and develop an action plan setting out how to respond to changes needed to skill the workforce.
- **CO70/Q** - All managers grade 8 and above to consider completing the Cardiff Management Programme or undertaken achieved equivalent leadership and management qualification.
- **CO71/Q** - Produce and implement a robust communication and engagement plan to support improvements in the Directorate.
- **CO72/Q** - Identify and assess all frontline workplaces and posts where the ability to speak or write Welsh is an essential or desirable requirement using the Linguistic Assessment Tool (in the Corporate Welsh Language Skills Strategy).
- **CO73/Q** - Consider taking forward Customer Satisfaction Surveys for Highways, Parks, Cleansing & Refuse Collection to help improve the customer experience and compliment APSE submissions.

16. The Key Performance Indicators section (pages 70 to 75 in **Appendix 1**) contains a range of indicators which will be used by the Council to determine the performance of the City Operations Directorate. These have been considered on a quarterly basis by the Committee in 2014/15.

Way forward

17. Councillor Bob Derbyshire, Cabinet Member for the Environment, Councillor Ramesh Patel, Cabinet Member for Transport, Planning & Sustainability and officers from the newly formed City Operations Directorate have been invited to attend to give a presentation and to answer Members' questions.

18. Members may wish to explore the following areas:

- How the Directorate's key issues and priorities were identified and what criteria were used;
- Whether the Directorate is supporting delivery of the Corporate Plan and the Council's four key aims, as well as how the Directorate is contributing to the delivery of the Organisational Development Programme, via the commitments detailed in the City Operations Directorate Delivery Plan;
- Whether the commitments will help either improve or make more effective the service and whether the milestones and timescales are appropriate and achievable;
- Whether the performance measures are appropriate and fit for purpose;
- The key challenges facing the Directorate and how it is planning to meet them;
- The Directorate's resource levels and whether these are sufficient to resource the commitments in the City Operations Directorate Delivery Plan 2015 – 17;
- How the Directorate is planning for the future;
- The Directorate's key achievements during 2014/15.

Legal Implications

19. 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

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

The Committee is recommended to:

- Consider the information in the report and appendix provided at the meeting;
- Decide whether they would like to make any comments to the Cabinet;
- Decide the way forward for any future scrutiny of the issues discussed.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

3rd June 2015