
CORRESPONDENCE – INFORMATION REPORT

Background

1. Following most Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The attached correspondence is for information only.

Issues

2. At the Committee meeting on 16th November 2012 the Committee held a joint meeting with the Economy and Culture Scrutiny Committee to consider the called-in decision regarding Callaghan Square. A copy of the Chair's letter is attached at **Appendix A**. A copy of the response from the Cabinet Member for Finance, Business and the Local Economy is attached at **Appendix B**.
3. At the Committee meeting on 28th November 2012, Members considered the Connect to Cardiff service and the draft Complaint policy. A copy of the Chair's letter to Councillor Thorne following the meeting is attached at **Appendix C**. The response is attached at **Appendix D**.
4. At the Committee meeting on 16th January 2013, Members considered:
 - the 2012/13 quarter 2 Delivery and Performance Report. A copy of the Chair's letter to the Leader is attached at **Appendix E**. The response from the Leader, and copies of the additional information requested, is attached at **Appendix F**;

- the 2012/13 Month 6 budget monitoring report. A copy of the Chair's letter to the Corporate Chief Officer – Corporate Services is attached at **Appendix G**. The response is awaited;
 - the Corporate Risk Register. A copy of the Chair's letter to the Corporate Chief Officer – Corporate Services is attached at **Appendix H**. The response is awaited.
5. At the Committee meeting on 20th February 2013 considered the draft Budget Proposals and draft Corporate Plan at its meeting. A copy of the letter is attached at **Appendix I**. A copy of the Leader's response is attached at **Appendix J**.

Legal Implications

6. 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 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 of 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

7. 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

The Committee is recommended to note the content of the letters attached to this report.

MIKE DAVIES
Head of Scrutiny, Performance & Improvement
28 February 2013

My Ref: T: Scrutiny/PRAP/Com Papers/Call-in 16 November/

Date: 6 December 2012

Councillor Russell Goodway
Cabinet Member - Finance, Business and the Local Economy
Cardiff Council
c/o Cabinet Support Office
Room 529
County Hall
Cardiff CF10 4UW



Dear Councillor Goodway

**POLICY REVIEW & PERFORMANCE and ECONOMY & CULTURE JOINT
SCRUTINY COMMITTEE - CALL IN OF THE CABINET DECISION REGARDING
LAND AT CALLAGHAN SQUARE, CAB/12/037, 16 NOVEMBER 2012**

On behalf of the Policy Review & Performance and Economy & Culture Scrutiny Committees, thank you for attending their meeting on Friday 16 October with a range of officers to assist the Committees in considering the Call-in made by Councillor Jayne Cowan on the above Cabinet Decision.

I am aware that some time has passed and that the Decision has now been overtaken by events, but wish to confirm that the Committee decided not to refer the decision back to the Cabinet. However, the Members agreed that I should write to you to outline the key observations, concerns and requests made by the Committee Members.

ISSUES DIRECTLY RELATING TO THE CALL-IN

The main purpose of the meeting was for Members to satisfy themselves that the evidence presented to the Joint Committee answered the concerns expressed by Councillor Cowan in her Call-in Request. In particular, that sufficient information was provided to make an informed decision on the merits of the Council acquiring the land in Callaghan Square, and that the purchase of the land is in the public interest.

During the meeting you informed the Committee that Cardiff Council needs to show strong leadership to deliver the vision in the draft Master Plan for the City Centre and potential Enterprise Zone that your officials are currently developing. You detailed previous instances of this approach, including the redevelopment of Cardiff Bay, the International Sports Village and St David's 2.

If the Council did not step in and purchase the land at Callaghan Square, Members noted your view that it could remain fallow for several years, preventing essential infrastructure development (including north-south and east-west road infrastructure and the possible development of a major office building, convention centre and indoor arena in the nearby environment).

The Committee was told that procuring the site could enable further regeneration of the City Centre and Cardiff Bay, and potentially resolve issues facing the Council in terms of its own office accommodation and head quartering needs. It could enable the Council to benefit from the extensive marketing of the Enterprise Zone to be undertaken by Welsh Government, and could even open up the prospect of Assisted Area Status being extended.

You advised that it was in the Council's interest for the Council to gain the developer's profit by purchasing this site, rather than allowing a third party to secure this profit. In response to questions about the funding implications, Members heard the Deputy Section 151 Officer confirm that the Council had the resource to purchase the land. You also said that the other interested parties, including Welsh Government and the current owners of the site, saw that the public interest lay in the Council taking ownership of the land.

In response to Member's questions about the appropriateness of purchasing this site before the Master Plan had been communicated and owned more widely across the Council's Membership, the Committee was told that that the publication of a Master Plan could lead to inflation of the value of land and property the Council might wish to procure, weakening the Council's negotiating position.

Member's noted the apparent divergence in view between the Council and the Welsh Government about the use and role of an Enterprise Zone. It was felt that there needs to be greater clarity given regarding the benefits of an Enterprise Zone in the Welsh context. For example, in England, apparently, there are additional Broadband facilities and potential for reduced business rates.

Members were told by the Deputy Monitoring Officer that the Council would only proceed to conclude the Heads of Terms agreement and purchase the land if the restrictions and encumbrances (including overage) could be removed from the title to the land, and if a preliminary contamination report (expected imminently) did not identify excessive potential remedial works to be undertaken.

Finally, Members were advised that the unauthorised leaking of commercially confidential information on yellow paper had seriously weakened the Council's negotiating hand, and while it may not prove fatal to the Council's ability to complete this land purchase in the proscribed timescale it would almost certainly cost the taxpayer an additional six or seven figure sum.

MATTERS IDENTIFIED FOR FUTURE CONSIDERATION AND SCRUTINY

Several Members made comments during the Way Forward around questions that, in their view, had not been fully answered during the meeting. Members felt that the following areas should be further considered and scrutinised as appropriate, in particular by members of the Economic and Culture Scrutiny Committee:

- What contingencies has the Council put in place to optimise the success of the Cardiff Enterprise Zone and the city's ongoing economic development if (for whatever reason) the Council does not prove successful in purchasing this land?

- Clarification regarding the use, role and benefits of an Enterprise Zone in the Welsh context.
- What might be the impact of the currently depressed office letting market on the Council's economic business plan? What additional costs might this incur?
- Some Members felt the detail on the Master Plan was insufficient and there needs to be more detail and clarity on the Master Plan
- What consideration has been given to the potentially negative economic impact on existing property resources that could be impacted by the developments you described - such as the Motorpoint Arena and St David's Hall?
- Provision of greater clarity on how the funding will be found for the other major projects identified during the meeting.
- Does the Council consider the purchase of other land is necessary? If so, what other associated pieces of land might the Council need to buy to fulfil its vision for the Enterprise Zone, and how might the funding required to purchase this land be found?
- The process for ensuring that scrutiny is kept closely engaged in each stage of the development of Cardiff's economic strategy.

REQUESTED INFORMATION

The Committee asked for details of the third party who wanted to buy the land. You referred at the meeting to a recent letter from Welsh Government detailing the interest of a third party in purchasing the land and potentially leading to the "economic sterilisation" of the area for years to come. This piece of information is what you were basing the premise of urgency upon in connection with buying the land. Members asked for this letter to be provided for their information, and you said that you would release it if possible. Please could you make the letter available to Members as soon as possible?

GOVERNANCE ISSUES

Members were clearly committed to Cardiff enjoying economic success and vitality. Members commented on the successful scrutiny undertaken during the planning of the new Cardiff City Football Club Stadium, where the Executive involved Economy & Culture Scrutiny Committee in an ongoing and rolling programme of scrutiny. Members noted the assurance you made to Councillor Craig Williams, Chair of Economy and Culture Scrutiny Committee, that the Cabinet would involve that Committee in a close, creative and collaborative manner on future economic projects. He will look forward to discussing the dynamics of how this can happen with you in the near future.

We were very concerned that both the Policy Review and Performance and Economic and Culture Scrutiny Committees were not alerted to the "Land at Callaghan Square" report before the paper was issued to the Cabinet for their consideration. This meant that the usual Scrutiny Protocols were not followed and there was no scope for pre-decision scrutiny of such an important item. I suspect, if the item had been on the Cabinet Forward Plan it is likely that it would have been classified as red. We welcomed your commitment to scrutiny at the call-in meeting, and were pleased to hear your assurance that such an event should not arise again.

The Council's Constitution clearly details the Forward Plan process, and we would like an assurance that - as soon as there is any serious consideration of an item coming to a future Cabinet Meeting (and at the very latest around the time of the Cabinet Agenda Conference) - officers place a reference to the item in the Cabinet's Forward Plan. I appreciate that Cabinet Members might be concerned about a sensitive matter being released into the public arena by reference to it in the Forward Plan, but there must be a way for you or officials to be able to manage this.

We note there have been a couple of occasions when a lack of advance warning of Cabinet papers has presented implications for effective scrutiny. Members shared a number of thoughts on how future problems like this could be avoided - for example, hearing items in a workshop forum in exceptional circumstances to overcome issues of commercial or legal confidentiality. These are all ideas that I and fellow Scrutiny Chairs welcome the opportunity to discuss with Councillor Joyce and Cabinet colleagues at our planned Cabinet and Scrutiny Interface meetings.

Thank you again for attending the Joint Committee meeting.

Yours sincerely



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

cc Neil Hanratty, Chief City Development Officer
Jo Watkins, Cabinet Office Manager

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref: CM23940

Date: 20th February 2013

Cllr Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
Atlantic Wharf
Cardiff Bay
CF10 4UW

Dear Elizabeth

**SCRUTINY COMMITTEE - CALL IN OF THE CABINET DECISION
REGARDING LAND AT CALLAGHAN SQUARE, CAB/12/037, 16 NOVEMBER
2012**

Thank you for your letter dated 6 December 2012 regarding the above matter. First of all I wish to apologise for the delay in responding to your letter.

As you may be aware many of the issues outlined in your letter have been overtaken by events. The Welsh Government has recently secured the Callaghan Square site and this will ensure this strategic site will be under public control and can be used to support the development of infrastructure essential to the success of the Enterprise Zone.

Our ambition is for Cardiff to lead economic recovery in Wales. Over the coming months the Council will publish a Green Paper which sets out the strategic issues facing Cardiff's economy and asks for views from key stakeholders on how the city should best lead and deliver economic growth and prosperity in Cardiff and the region. I will ensure that the Economy and Culture Scrutiny Committee's views are heard and contribute to this debate and, going forward, in relation to the specific issues you highlight in your letter.

Finally, the potential purchase of land at Callaghan Square was a fast-moving issue. It has highlighted that in certain circumstances it is sometimes difficult to align Council procedures with the timing of decisions required to take advantage of commercial opportunities. However, I am clear that this is the exception rather than the rule and I re-confirm my commitment to maximise the role of scrutiny as fully as possible as we move forward.

Yours sincerely

**Councillor Russell Goodway
Cabinet Member (Finance, Business & Local Economy)**

PLEASE REPLY TO: Cabinet Support Office, Room 529, County Hall,
Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2479 Fax (029) 2087 2599

My Ref: T: Scrutiny/PRAP/Com Papers/Correspondence

Date: 17 December 2012

Councillor Lynda Thorne
Cabinet Member – Communities, Housing & Social Justice
Cardiff Council
c/o Cabinet Support Office
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County Hall
Cardiff CF10 4UW



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Dear Councillor Thorne,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE – 28th NOVEMBER 2012

On behalf of the Policy Review & Performance Scrutiny Committee, please accept my thanks to you and your officers for attending the meeting on 28th November to discuss Connect to Cardiff and the draft Complaint policy.

Following the consideration of the issues raised during the meeting, Committee members agreed that I should write to you to outline our key observations, concerns and requests.

CONNECT TO CARDIFF

Please pass on my thanks to your officers for the tour of the Connect to Cardiff service which they arranged for us; it was most informative and helped to set the scene for the consideration of the C2C service.

The Committee noted that the operation of Connect to Cardiff is to be seen as part of the wider Customer Management strategy, which will progress a 'channel shift' to promote web-access as the preferred method for contacting the Council. The Committee was reassured that the strategy would continue to allow customers to contact the Council via their method of choice, including face to face (for example through citizen Hubs) or by telephone if desired. However, Members wish to reiterate comments made by the former Committee membership and emphasise their strong feeling that the Council must avoid the creation of a 'two-tier' contact system, favouring those who have easy access to the internet. Member request further details regarding customer satisfaction levels of those contacting C2C via webchat/email versus those who telephone (although Members noted comments that, as emails from C2C always include a link to a satisfaction survey, this may elicit a higher level of negative comments). The Committee would also like to be kept informed regarding further expansion of twenty-four hour and out of hours provision and may schedule a further consideration of the service into its work programme at an appropriate point.

Members noted comments that some calls which C2C receives may result from difficulties or defects stemming from lack of clarity in communications sent out by



other sections of the Council, and hope that wherever possible you will work with service areas to address these issues.

The Committee was impressed by officers' enthusiasm and dedication to the effective delivery and with the initiatives which have been put in place to encourage C2C staff to become involved in the improvement of the service, such as the suggestion scheme. Further to this, Members would like further information regarding the Service Improvement 'Rapid Improvement Event' which has been undertaken in the area, following comments that it is essential that change initiatives involve staff directly.

The Committee noted officers' comments regarding potential effect of Welfare Reform and that the high number of advice letters which will be sent out in December to those affected may result in a dip in C2C performance, for example in terms of the number of calls which are abandoned before they are answered. The Committee will bear this in mind when considering Quarter 3 performance reports.

Members of the Committee queried whether there are any opportunities to generate income via C2C, noting officers' comments that the service is actively looking at partnership and collaborative working, including work with the Community Alarm service, and the potential to use the service to dial out to undertake surveys of housing repair recipients. The Committee would recommend that this is investigated further.

Finally, the Committee requests a ward-by-ward and service area breakdown in terms of types of enquiry C2C receives.

COMPLAINT POLICY

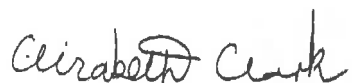
Committee Members were largely content with the draft Complaint Policy and Guidance note, welcoming the reduction of timescales in terms of acknowledgement of complaints. The Committee was concerned that public familiarity with the current Policy may be low and hopes that the new Policy will be sufficiently publicised and accessible to members of the public. Members recommend that a regular piece is included in the Capital Times in order to ensure ongoing and greater visibility of the Complaint procedure. The Committee also questions whether the Policy could be merged into a more general 'feedback' policy, so that the public have a clearer way to contact the Council with any complaints or compliments.

The Committee noted officers' comments that the Ombudsman has steered away from independent review, advocating instead the earliest possible resolution for complaints, but that this may change again in future. The Committee will monitor this situation in any further considerations of the Complaint Policy and Annual Complaint report.

Members also heard that there is some variation across service areas in terms of handling complaints. The Committee would hope that these discrepancies can be rectified as the new Policy and guidance notes are more widely publicised across the Council and is sure that your officers will work with Service Area Complaints Managers to ensure this.

My thanks again to you and your officers for having attended the meeting. I look forward to your response to the issues and queries outlined above.

Yours sincerely



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

cc Cllr Heather Joyce
Isabelle Bignall
Rachel Bishop
Emlyn Nash
John Agnew
Members of the Policy Review and Performance Scrutiny Committee
Jo Watkins, Cabinet Office Manager

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref: CM23671

Date: 22nd January 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
Atlantic Wharf
Cardiff Bay
CF10 4UW

Dear Elizabeth

Policy Review & Performance Scrutiny - 28 November - C2C & Complaints Policy

Thank you for the positive feedback provided; I am pleased to hear that the Committee Members found the meeting informative. I have noted the comments and have provided a response below to the issues and queries raised.

Connect to Cardiff

I would like to reassure the Committee Members that we remain committed to ensuring that whilst the Customer Management Strategy will progress channel shift to promote web based technology, we will continue to fully support other channels of choice for the customer. It is extremely important that our customers, particularly those who are vulnerable, always have options such as being able to seek the support of a customer facing service in a Citizen Hub for example.

As part of the channel shift strategy, we also need to provide an effective out of hours service under Cardiff 24/7 ensuring that we are offering the services that customers need at the right time. As this service evolves we would welcome the opportunity to discuss and present the proposals for this to the Committee in the future.

C2C prides itself on the well established working relationship it has with service areas. When we do identify issues for service areas that relate to lack of or incorrect communication for a customer, we are quick to discuss any such issue with the given area in order to seek a swift resolution to the issue. We remain committed to continuing this.

We have attended and will continue to participate in Rapid Improvement Events that can lead to service improvement. It is important that we have a presence at these to consider and raise any implications from a customer management perspective. We will keep you fully informed as and when any service improvements come to fruition as a result of these ongoing events.

PLEASE REPLY TO: Executive Office, Room 283, County Hall, Atlantic Wharf,
Cardiff CF10 4UW
Tel (029) 2087 2598 Fax (029) 20872691

Complaint Policy

It has been an extremely worthwhile exercise in reviewing the existing policy. It has been noted that the current policy could be clearer in areas and every effort has been made to ensure that the use of plain language has helped improve its accessibility for the customer. Once agreed at Cabinet, the policy will be publicised appropriately and full consideration will be given to the most effective way of doing this. We have worked with Capital Times in the past and we will of course consider this for future promotion of the policy.

In terms of merging the policy we will be rebranding to ensure the policy promotes the Council wanting to capture complaints, comments and compliments instead of promoting a complaints only policy.

Once the revised policy is agreed at Cabinet, there is a full commitment for the Corporate Complaints Team to work closely with Service Area Complaints Managers as they have done previously, to ensure all officers have a full understanding of the changes to the policy. This will include workshops to allow discussion, addressing any issues that are raised.

Yours sincerely

Councillor Lynda Thorne
Cabinet Member Communities, Housing & Social Justice

Enc - Total Cases by Ward for Dec 2012 for Top 8 Activities

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 24 January 2013

Councillor Heather Joyce
Leader, Cardiff Council
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Dear Councillor Joyce,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 16th JANUARY 2012/13 DELIVERY & PERFORMANCE REPORT QTR 2

Thank for attending the Policy Review and Performance Scrutiny Committee on the 16 January 2013 to aid the Committee's scrutiny of the Quarter 2 Delivery and Performance report. The Committee noted your comments that Cabinet members are taking a 'hands-on' approach to challenging performance within their portfolios, undertaking monthly meetings with service heads to do so. Members also welcome your acknowledgment that Scrutiny is an important part of the challenge process to secure improvement.

Members have asked me to relay some specific points, which are set out below:

- The Committee has previously commented that it does not feel there is sufficient data within quarterly performance reports to allow satisfactory trend analysis. We welcome officers' comments that the performance indicators contained in the Delivery and Performance report should remain largely static, permitting trend analysis over the lifetime of the Administration. However, where more than one year of historic performance results is already available, we believe that these should be included in the report. We look to do this within our own performance reports;
- Having considered the Corporate Risk Register during the same meeting, the Committee was concerned that areas highlighted in red in the Risk Register were not mentioned in the performance monitoring report. We believe that there should be a greater synergy between the two reports, particularly in terms of monitoring delivery of the mitigating actions highlighted in the Register;
- We welcome officers' offer to clarify how many indicators included in the whole report are national as opposed to local. We are content to receive this information via email, so please provide this to the Principal Scrutiny Officer;
- The Committee noted the comment made by the Head of Service, Scrutiny Performance and Improvement that, following the changes being put in place as a result of the Performance and Information Management project, he expects that there will be a more consistent approach to performance management across the Council twelve months from now. We will bear this in mind during future scrutiny of the Council performance;



- Members welcomed the Chief Executive's offer of further information regarding the Performance and Information Management project and the structures and process which it will put in place in the near future;
- While we recognise that the Delivery and Performance report is structured around portfolios, rather than service areas, we believe the report should include a full service area breakdown of sickness absence data;
- The Committee is concerned that there is still no adequate data to permit comparison of the Council's performance against similar suitable English local authorities. Please could appropriate comparisons be provided to the Committee with the Performance outturn report for 2012/13;
- With regards to the performance targets detailed throughout the report, the Committee is still not satisfied that adequate explanation is included about the process of setting and amending targets. We will look to see this improved in future reports;
- We request further information regarding performance against indicator CFH/007, where it is noted that council tax collection is slightly down in comparison to the same period last year;
- Similarly, we request further information about CFH/006, payment of undisputed invoices. We would question whether the target set down in this area is sufficiently challenging;
- We thank the Head of Service, Scrutiny Performance and Improvement for his offer to provide the Committee with a bespoke performance report using those indicators which the Council already collects. This will permit the Committee a more rounded view of Council performance, as well as more specific information regarding those service areas which come under the Committee's remit. Members have agreed that the Committee and Scrutiny Officer will work with the Improvement and Information team to develop a bespoke performance report in time to come to the Committee with quarter 3 information;
- Finally, the Committee noted comments that work is being undertaken in the area of electronic records management. Members have also previously requested that more detail regarding Freedom of Information is included in the performance report. Given this, we will schedule receipt of briefing paper on information management for our April meeting.



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Thank you again for having attending this meeting. I would be grateful if you would ensure that officers work with the Committee's Principal Scrutiny Officer to provide information where it has been requested.

Yours sincerely,

**COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Jon House, Chief Executive
Mike Davies, Head of Service Scrutiny Performance and Improvement
Vivienne Pearson, Operational Manager, Improvement and Information
Philip Lenz, Corporate Chief Officer – Shared Services
Christine Salter, Corporate Chief Officer – Corporate Services
Derek King, Risk and Audit Manager
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee



**LEADER'S OFFICE
SWYDDFA'R ARWEINYDD**

My Ref / Fy Nghyf: CM23891

Your Ref / Eich Cyf:

Date / Dyddiad: 13th February 2013



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Councillor Elizabeth Clarke
Cardiff County Council
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Dear / Annwyl Councillor Clarke,

**Policy Review and Performance Scrutiny Committee 16th January 2012/13
Delivery and Performance Report Qtr 2**

Thank you for your letter regarding the above Report and I am writing to update you on the specific points you have raised. I apologise for the slight delay in responding to your letter but I wished to ensure that officers were in a position to respond positively to your requests for further information.

Presentation of trend analysis and historic performance data

As you rightly point out in your letter, the Cabinet has selected baskets of performance indicators from across the Portfolios which we will use through the lifetime of our Administration to act as indicators of whether services and outcomes for the citizens of Cardiff and the wider city region are improving. As I indicated to the Committee at the meeting, performance indicators are not absolute measures of performance and should be used and seen as part of a wider body of evidence.

I am able to advise you that the Improvement and Information Management Team, who provide support to the whole organisation, will review our basket of performance indicators to establish whether historic data is available. This is with a view of bringing forward a representation of this data for potential inclusion in the Delivery and Performance Report.

PLEASE REPLY TO / ATEBWCH I:

Leader's Office, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2500 Fax (029) 2087 2599

Swyddfa'r Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW
Ffôn (029) 2087 2500 Ffacs (029) 2087 2599

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Corporate Risk Register

I am able to advise you that I have asked for the synergy between the Corporate Risk Register and the Delivery and Performance Report to be investigated and again the Improvement and Information Management Team will bring forward a set of suggestions on how to take this forward to the Cabinet as part of the monitoring and evaluation of quarter 4 performance.

National versus local indicators

I am advised that the Improvement and Information Management Team provided the information requested to the relevant Principal Scrutiny Officer by the end of January 2013.

Full breakdown of sickness absence data

I can confirm that the information you request will be made available for your consideration for quarter 3.

Comparison with English local authorities

As mentioned at the Committee meeting, this is something which is currently difficult to achieve. This is mainly due to the regulatory performance frameworks splitting apart as a result of the implementation of the pan Wales Programme for Improvement and the abolition of the Corporate Performance Assessment (CPA). However, as Leader of the Council I fully recognise the unique position we hold in terms of Welsh local authorities and endorse the need to establish a mechanism that allows us to compare our performance with relevant and appropriate Authorities outside of the Principality. I know from discussions with Mike Davies that work has started to establish where comparators exist and that this work will recommence once more resources are in place through the implementation of the Performance and Information Management Project.

Inadequate information in the Delivery and Performance Report regarding the process for setting and amending targets

The Delivery and Performance Report is not considered to be the appropriate place for this information to sit. I believe that questions around the validity of the targets set by services should be raised with the appropriate Chief Officer when reports are brought forward to your Committee. These officers will be able to take you through the range of information and intelligence that they use to both set the individual targets and amend the targets if appropriate.

Further information regarding the performance of CFH/007 and the target set for CFH/006

I can confirm that the Improvement and Information Management Team have provided updated information on these two indicators, to answer your queries, to the relevant Principal Scrutiny Officer by the end of January 2013.

Bespoke PRAP Delivery and Performance Report

I am happy to confirm that the Improvement and Information Management Team are liaising with the relevant Principal Scrutiny Officer to establish the totality of the indicators which the Council currently collects that fall within your Committee's remit and will help to produce a set of information which you will be able to review to determine your future reporting requirements.

More detail regarding Freedom of Information Requests

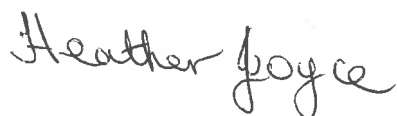
I have asked the Improvement and Information Management Team to provide further information to the Cabinet as part of the monitoring and evaluation of quarter 3 performance with a view to including the information in the Quarter 3 Delivery and Performance Report.

Information Management Briefing Paper – April

I have asked the Head of Scrutiny, Performance and Improvement and the Operational Manager for Improvement and Information Management to contact your Principal Scrutiny Officer to discuss the scope of your request as Information Management is a wide ranging function. As a result of these discussions they will prepare and bring forward a briefing paper for your Committee within the timescales you suggest. Indeed, I believe that the topic of Information Management – including Freedom of Information, Data Protection and Records Management, is one that would benefit from consideration by your Committee.

I trust that you will find this response of some assistance and look forward to attending your Committee in the near future to continue discussions around the two significant areas of Delivery and Performance and Information Governance.

Yours sincerely,
Yn gywir,



COUNCILLOR / CYNGHORYDD HEATHER JOYCE
LEADER OF CARDIFF COUNCIL
ARWEINYDD CYNGOR CAERDYDD

cc. Jon House, Chief Executive
Mike Davies, Head of Service Scrutiny, Performance and Improvement
Vivienne Pearson, Operational Manager, Improvement and Information
Philip Lenz, Corporate Chief Officer – Shared Services
Christine Salter, Corporate Chief Officer – Corporate Services
Derek King, Risk and Audit Manager
Joanne Watkins, Cabinet Office Manager

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Introduction

A new Performance Improvement Framework was introduced in April 2011.

The new framework focuses on two distinct areas:

- providing measures for public accountability; and
- developing meaningful datasets for use by services and their regulators to support service improvement.

The **Public Accountability Measures** consist of a small set of “outcome focussed” indicators. They reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability. For example, recycling, educational attainment, sustainable development, etc. This information is collected and reported nationally, validated, and published annually.

This document describes the Public Accountability Measures that are contained within the framework for 2012-13.

Service Improvement Data sets are used by local authority services and their regulators as they plan, deliver and improve services. These data sets are defined by local authorities according to need and value, collated centrally and shared within the local government community to support service improvement. The Data Unit maintains centrally defined data definitions and associated guidance.

Statutory (National Strategic) Indicators

Welsh Ministers continue to set national strategic indicators. Local authorities have a legal duty to collect and report on these. They should do so by including the data in their improvement reports and should also submit the data to the Welsh Government upon request. Indicators which form part of the statutory set are clearly identified within this document. [Guidance](#) on these indicators is published by the Welsh Government.

Local performance indicators

At a local level, the framework is completed by the use of appropriate local performance indicators and the routine use of a range of management information.

Definitional issues, advice and guidance

This document provides detailed guidance on the Public Accountability Measures in place for 2012-13. The guidance is available in both Welsh and English. For each indicator you will find detailed definitions and guidance. The guidance will identify specific inclusions and exclusions from the measures and will clearly explain how the indicators should be calculated.

Additional advice and guidance may be obtained from the Data Unit by e-mailing: pienquiries@dataunitwales.gov.uk or by telephoning 029 2090 9558.

Indicator Ref	Title	Service Area	Chief Officer	Type
PLA/005	The percentage of planning enforcement cases resolved during the year within 12 weeks of receipt	City Development	Neil Hanratty	Service Improvement Dataset
PLA/004 (c)	The percentage of householder planning applications determined during the year within 8 weeks	City Development	Neil Hanratty	Service Improvement Dataset
PLA/003	The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices.	City Development	Neil Hanratty	Service Improvement Dataset
HPCP12	Percentage of openings reinstated as per compliance	City Management	Martin Hamilton	Local
HW/KPI02	Percentage of Streetworks completed on time	City Management	Martin Hamilton	Local
CM11	Cardiff East Park & Ride Use	City Management	Martin Hamilton	Local
CM07	Traffic penalty tribunal decisions in Council favour	City Management	Martin Hamilton	Local
HPH05c	Percentage of dangerous damage to pavements repaired within 2hrs	City Management	Martin Hamilton	Local
HPH0b	Percentage of dangerous damage to roads repaired within 24hrs	City Management	Martin Hamilton	Local
HPHO7	Percentage of Street lighting equipment rectified within 7 calendar days	City Management	Martin Hamilton	Local
HA KPI 6	Number of attendances at Harbour Authority facilities (Visitor's Centre, Barrage & Norwegian Church)	City Management	Martin Hamilton	Local
CUL/01	Number of paid attendances for Cultural venues	City Management	Martin Hamilton	Local
PS003	Number of participants within Parks Outdoor Sports Provision	City Management	Martin Hamilton	Local
CM001	City Centre Footfall	City Management	Martin Hamilton	Local
VM 1a	Number of attendances at Cardiff Castle	City Management	Martin Hamilton	Local
HA KPI 7	Total income for the Harbour Authority	City Management	Martin Hamilton	Local
VT 2a	Total income for Cardiff Castle	City Management	Martin Hamilton	Local
VT 2b	Total income for City Hall	City Management	Martin Hamilton	Local
CUL/06	Retained Income for cultural venues (St Davids Hall & New Theatre)	City Management	Martin Hamilton	Local
HA KPI 9	Customer satisfaction levels for the Harbour Authority	City Management	Martin Hamilton	Local
VM 3a	Customer satisfaction level for Cardiff Castle	City Management	Martin Hamilton	Local
CM08	Customer satisfaction for Parks and Sport	City Management	Martin Hamilton	Local
CM10	Customer satisfaction for Events	City Management	Martin Hamilton	Local
KPI 06	Visits/Attendances to Sports & Leisure Centres	City Management	Martin Hamilton	Local
KPI 10	Number of Active Card Sales	City Management	Martin Hamilton	Local
KPI 5	Visits/Attendances to Children's Play Centres	City Management	Martin Hamilton	Local
	Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise).	City Development	Neil Hanratty	Local
	Number of new and safeguarded jobs in businesses supported financially by the Council.	City Development	Neil Hanratty	Local
	The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales.	City Development	Neil Hanratty	Local

	The number of businesses supported by the Council.	City Development	Neil Hanratty	Local
	The amount of 'Grade A' office space committed to in Cardiff.	City Development	Neil Hanratty	Local
	The amount of grant aid and private sector finance attracted by companies assisted by the Council.	City Development	Neil Hanratty	Local
	The percentage of Council workshops let.	City Development	Neil Hanratty	Local
	The advertising value equivalent (AVE) of marketing articles published in the press and trade journals.	City Development	Neil Hanratty	Local
TE2	Number of employers assisted with recruitment	City Development	Neil Hanratty	Local
CFH/007	Council Tax Collection	Finance	Christine Salter	Local
CFH/008	NNDR Collections	Finance	Christine Salter	Local
CFH/006	Undisputed invoices paid in 30 days	Finance	Christine Salter	Local
KPI02	Percentage of regular payments made by BACS	Finance	Christine Salter	Local
STS/ 005	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	City Services	Tara King	Public Accountability Measure
STS/ 006	Percentage of reported flytipping incidents cleared within 5 working days	City Services	Tara King	National
STS/007	Percentage of reported flytipping incidents which lead to enforcement activity	City Services	Tara King	Service Improvement Dataset
WMT/009	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled including source segregated biowastes that are composted or treated biologically in another way	City Services	Tara King	National
WMT/ 007	Percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted.	City Services	Tara King	Service Improvement Dataset
RE/PC/L1	The percentage of Pollution Control complaints responded to within 2 working days.	City Services	Tara King	Local
PPN/001(i)	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards.	Communities	Sara McGill	Service Improvement Dataset
PPN/007 (i)	The percentage of significant breaches that were rectified by intervention from Trading Standards.	Communities	Sara McGill	Service Improvement Dataset
KPI19	Total Number of 30 minute PC bookings in Libraries	Communities	Sara McGill	Local
PLCB1	The number of visits to Public Libraries during the year, per 1,000 population	Communities	Sara McGill	National
TE1	Number of centre users assisted into employment by LTE.	Communities	Sara McGill	Local
CRPS1	Percentage of pupil attendance in Primary Schools	Education	Nick Jarman	Public Accountability Measure

CRPS2	Percentage of pupil attendance in Secondary Schools	Education	Nick Jarman	Public Accountability Measure
PI. 5	Percentage of learners progressing from Widening Participation to 'mainstream' Neighbourhood Learning or Essential Skills provision	Communities	Sara McGill	Local
LCL/002 (a)	The number of publicly accessible computers per 10,000 population	Communities	Sara McGill	Service Improvement Dataset
Annual	Key Stage 4 – Pupils achieved the Level 1 threshold	Education	Nick Jarman	Local
Annual	Key Stage 4 – Pupils achieved the Level 2 threshold including a GCSE pass in English or Welsh first language and mathematics	Education	Nick Jarman	National
Annual	Key Stage 4 – Pupils achieved Core Subject Indicator	Education	Nick Jarman	Local
Annual	Key Stage 4 - Average wider points score per pupil	Education	Nick Jarman	National
Annual	Post 16 Results – Pupils achieved the Level 3 threshold (2 A levels, grade E or higher)	Education	Nick Jarman	Local
To be developed	Collated evidence from Inspections about the performance of schools	Education	Nick Jarman	Local
To be developed	Collated evidence from Inspections about behavior in schools	Education	Nick Jarman	Local
To be developed	- Number of Schools in an Estyn Category and no. / year out of.	Education	Nick Jarman	Local
To be developed	- The percentage of schools and libraries with access to Wi-Fi	Education	Nick Jarman	Local
BEN24	The total number of housing benefit and council tax benefit claims processed	Communities	Sara McGill	Local
BEN25	The total number of housing benefit and council tax benefit change of circumstances processed	Communities	Sara McGill	Local
BNF/002(a)	Average number of days (calendar days) for completing all new housing benefit and council tax benefit claims	Communities	Sara McGill	Local
BNF/002(b)	Average number of days (calendar days) for processing notifications of housing benefit and council tax change of circumstances	Communities	Sara McGill	Local
HHA/008	The percentage of homeless applications / presentations decided within 33 working days	Communities	Sara McGill	Service Improvement Dataset
HLS/001(a)	The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	Communities	Sara McGill	Local
STR001	Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	Communities	Sara McGill	Local
HLS/014	The average number of calendar days taken to let lettable units of permanent domestic accommodation during the financial year.	Communities	Sara McGill	Local
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	Communities	Sara McGill	National

HLS/010(a)	The average number of calendar days taken to complete emergency repairs	Communities	Sara McGill	Local
SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day	Childrens	Nick Jarman	Service Improvement Dataset
SCC/042 (a)	The percentage of initial assessments carried out within 7 working days	Childrens	Nick Jarman	Service Improvement Dataset
SCC/043 (a)	The percentage of required core assessments carried out within 35 working days	Childrens	Nick Jarman	Service Improvement Dataset
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year	Childrens	Nick Jarman	Service Improvement Dataset
Staff 1	Percentage of social work vacancies in all teams	Childrens	Nick Jarman	Local
Staff 3a	Percentage sickness for Children's Services	Childrens	Nick Jarman	Local
SCC/022a	The percentage attendance of looked after pupils whilst in care in primary schools	Childrens	Nick Jarman	Service Improvement Dataset
SCC/022b	The percentage attendance of looked after pupils whilst in care in secondary schools	Childrens	Nick Jarman	Service Improvement Dataset
SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	Childrens	Nick Jarman	Service Improvement Dataset
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Childrens	Nick Jarman	National
SCA/001	Rate of delayed Transfers of Care for Social Care reasons	Adults	Mike Murphy	National
SCAL 10	The percentage of people receiving home care services during the quarter out of total home care and care home packages aged 18-64	Adults	Mike Murphy	Local
SCAL 11	The percentage of people receiving home care services during the quarter out of total home care and care home packages aged 65+	Adults	Mike Murphy	Local
SCA/005	The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	Adults	Mike Murphy	Local
SCAL24	The percentage of reviews that were completed on time.	Adults	Mike Murphy	Local
SCA/018 (b)	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	Adults	Mike Murphy	Service Improvement Dataset
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	Adults	Mike Murphy	National
FCLI37	Total number of Adults using the Direct Payments Scheme at the end of the quarter	Adults	Mike Murphy	Local

SCAL23	Percentage of people helped back to independence without ongoing care services, through short term intervention	Adults	Mike Murphy	Local
SCAL7	Percentage of short term sickness absence - (Adult Services)	Adults	Mike Murphy	Local
SCAL8	Percentage of long term sickness absence - (Adult Services)	Adults	Mike Murphy	Local

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 24 January 2013

Christine Salter
Corporate Chief Officer – Corporate Services
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Dear Christine,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 16th JANUARY 2012/13 BUDGET MONITORING MONTH 6

Thank you for attending the Policy Review and Performance Scrutiny Committee on the 16 January 2013 to present the Month 6 budget monitoring information to the Committee. It provided a useful precursor to next month's scrutiny of the draft budget proposals. As the Month 8 budget report is due to be presented to the Cabinet's February meeting, Members have agreed that they will receive a copy of this with their February committee papers, to provide further and timely background information for the budget scrutiny.

Members have asked me to relay some specific points regarding the monitoring information, which are set out below:

- The Committee has requested an additional breakdown of income generated across service areas, so were grateful for your offer to provide this. We are content to receive this via email;
- The Committee notes your comment that the funds received by the Council in relation to overpayment of VAT on trade waste have not yet been allocated. Members would like further information regarding this and landfill tax in order to allow a comparison with the same point in 2011/12;
- Members noted your comment that you would anticipate that the projected overspend of c. £0.9m will have improved when the next monitoring report is published. They also noted that officers have been asked to cut back on 'non-essential' spend in order ameliorate the situation;
- Members noted that it can be a challenge to effectively scrutinise budget monitoring reports due to the time-lags in the reporting cycle. They also urged that action be taken to ensure that service areas plan budgets effectively to avoid variances as far as possible.



Thank you again for having attending this meeting. Please could you provide the Committee's Principal Scrutiny Officer with the requested information.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Councillor Russell Goodway, Cabinet Member, Finance, Business & Local Economy
Allan Evans, Operational Manager Service Accountancy
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

My Ref: T: Scrutiny/PRAP/Com Papers/Correspondence

Date: 24 January 2013

Councillor Huw Thomas
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Dear Councillor Thomas,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 16th JANUARY CORPORATE RISK REGISTER

Thank you for attending the Policy Review and Performance Scrutiny Committee on the 16 January 2013 to present the Corporate Risk Register to the Committee. Please also pass on the Committee's thanks to your officers for their highly informative and clear presentation; Members found it a very useful explanation of the Council's risk management methodology. The Committee also found the Risk Register itself valuable in starting to identify future issues for the Committee to include in its 2013/14 work programme.

The Committee considered that the system of regular reporting to both senior managers and the Cabinet will help to ensure that appropriate mitigating actions are taken.

Members were also interested to hear about your idea of creating an 'opportunity register' to sit alongside the risk register, in order to record potential initiatives for the Council to pursue. Whilst we understand that this is very much conceptual at this stage, we would ask to consider this in more depth if it is developed further.

Members have asked me to relay a number of specific points regarding the risks noted on the register, which are set out below:

- While the Committee is glad that the potential impact of Welfare Reform is highlighted in the Register, Members are concerned that this entry does not fully reflect the impact which this area may have on elected Members themselves. We would ask that consideration of additional mitigating actions: further training for Members; and an exploration of other measures (for example indemnity insurance) to protect Members when they are asked for advice by their constituents;
- Committee members request a copy of the final report produced by the Council's risk partner, Marsh Risk Consulting, into the risks associated with Welfare Reform as soon as this becomes available;
- Members note that the Council's ICT platforms being unsuitable or outdated continues to pose a high risk. The Committee noted the Corporate Chief Officer – Corporate Services' comment that funding was built into the 2012/13




budget as part of an intended three-year programme to refresh the Council's systems. The Committee will bear this in mind when scrutinising the new Administration's draft budget proposals for 2013/14 at its February meeting, to see if this risk continues to be addressed;

- Similarly the Committee will take into account whether the other corporate risks are reflected within the budget proposals;
- The Committee notes that Information Governance is considered to be a high priority risk and that a review of the Council's Record Management policy is mentioned as a proposed improvement action. The Committee will seek to receive a briefing paper on information management at its April meeting, with a view to possibly developing this into a deeper task and finish inquiry.

Finally, during a separate agenda item, Members considered the quarterly Cabinet Delivery and Performance report and were concerned that there was insufficient synergy between this and the Risk Register. I will be communicating this concern separately to the Leader in the hope that this can be addressed in future Cabinet reports. For example, there was no mention of the red risks listed in the Risk Register in the 2012/13 Delivery and Performance Monitoring report for quarter 2.

My thanks again for having attending this meeting. I would be grateful if you would ensure that officers work with the Committee's Principal Scrutiny Officer to provide information where it has been requested.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Christine Salter, Corporate Chief Officer – Corporate Services
Derek King, Risk & Audit Manager
Mike Davies – Head of Service, Scrutiny, Performance and Improvement
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 21 February 2013

Councillor Heather Joyce
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Dear Councillor Joyce,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 20th February
DRAFT CORPORATE PLAN AND BUDGET PROPOSALS**

Thank you for attending the Policy Review and Performance Scrutiny Committee on the 20 February 2013 to aid the Committee's scrutiny of the draft Budget Proposals 2013/14 and the draft Corporate Plan 2013-17. The Committee have asked me to relay their comments prior to the Cabinet's meeting this afternoon.

Corporate Plan 2013-17

The Committee noted your comments that the Corporate Plan has been drafted in the context of great financial constraint and that Portfolio-holders have worked with officers to look at how services are delivered to maintain or improve service delivery in the face of these constraints. The Committee also noted the Chief Executive's comments that the Plan contains ambitious targets and a massive change agenda; that its delivery will be monitored closely, and that accountability is vital.

Members have asked me to relay some specific points about the content and structure of the Plan. These are set out below:

- The Committee welcomed the way in which the Corporate Plan has been structured around Cabinet Portfolios in order to provide a greater accountability and responsibility. We also welcome the intention to make the first 'vision' section of the Plan accessible and easy to read;
- Members were not satisfied that the linkages between the outcomes contained within the What Matters partnership strategy and the five themes set out in the Corporate Plan have been sufficiently established. We feel that there may be a slight disconnect between these two documents;
- The Committee welcomed the structure of the Plan, with the more readable 'vision' document preceding the detailed Delivery Plan. The Delivery Plan should set out for officers, Members and the Wales Audit Office how the Council will deliver its improvement objectives;
- We noted the comments of the Head of Scrutiny, Performance & Improvement that the Wales Audit Office has been largely satisfied with the Corporate Plan. The Committee's remit provides for it to consider the WAO Annual Improvement report, so we will bear this in mind in future scrutinies;



- We also noted the Head of Scrutiny, Performance & Improvement's comments that the Delivery Plan will enable more effective monitoring of the Corporate Plan, and that its delivery will be monitored through the Cabinet's quarterly performance reports. However, we do not believe that the performance information contained within the Delivery Plan setting-out Portfolio-holders' baskets of indicators is sufficient. In previous years, the Corporate Plan included performance indicators; details of past performance and targets for future years. The Committee believes this allowed a greater depth of performance monitoring than will be possible with this current Corporate Plan structure;
- The Committee has a number of concerns around the milestones contained in the Plan. Members feel that they are often intangible to the extent that it may be difficult to judge how well the Council is delivering against its chosen themes. While some actions include quite specific milestones, such as implementing specific plans, others make reference to 'exploring' approaches, or similar;
- Members in particular felt that many of the milestones for the later years of the Plan need to be more clearly defined;
- Members also judge that the measures contained within the Delivery Plan are highly inconsistent. While we understand that officers will have worked with service areas to draw out suitable milestones, we believe that greater effort needs to be made to ensure uniformity across the Delivery Plan in terms of the level, measurability and type of milestones included;
- We noted comments that, as the Corporate Plan is refreshed annually, these milestones will be reviewed and refined in future. Members will bear this in mind when updated versions of the Corporate Plan returns to Committee;
- We welcomed comments that further comparative data is being sought, for example in terms of Education performance. This Committee has pushed for some time for suitable comparator cities to be found to enable Cardiff to evaluate our performance against best practice. Again we will bear this in mind in future scrutinies;
- Finally members feel that insufficient attention was paid to the results of the Ask Cardiff survey when developing the Plan. This is particularly noticeable when considering actions around our Venues, which the public rated as their lowest priority
- The Committee also noted that the Delivery Plan only contains two performance indicators within the remit of this Committee and we noted that more detailed Performance indicators would be contained within the service area business plans.

Overall Draft Budget Proposals

Firstly the Committee welcomed the opening up of the budget-setting process, for public consultation after January's Full Council meeting. The Committee noted that the Cabinet Member for Finance, Business & the Local Economy is happy to accept Members' comments about the content of the budget proposals up until Friday 22nd February, for consideration for inclusion in the budget papers.

There were, however, a number of issues which the Committee feels should be rectified for the public consultation process next year.

- Members were concerned that the Budget Proposals had been drafted with an officer and Cabinet Member audience in mind, rather than Members generally, staff and the public. The language used in the documents is often opaque in terms of explaining the budget savings proposals. Much of the confusion and concern among Council staff and members of the public regarding specific proposals may have been avoided if the wording had been drafted more carefully. Thought should be given to the inclusion of definitive statements such as 'Closure of X service' and the impact of this in what are still consultation documents. Media furore and public concern is an outcome of this kind of statement being made public without being suitably explained and qualified;
- The Committee has been concerned by the statements made by some Cabinet members to the media in terms of finding alternatives to particular savings proposals published within the consultation papers. We feel this has given rise to further confusion and public concern. We welcomed Councillor Goodway's comment that the proper place for statements regarding the budget was at the Full Council meeting;
- The online budget survey, while a step forward, had many areas for improvement. Members felt that the survey missed an opportunity to fully explore the public's view on alternative savings proposals. The Committee was also concerned that the contents of the numerous free-text comment boxes could not be analysed sufficiently to inform the Cabinet and Council's decision. We were therefore heartened to hear Councillor Goodway's comment that the process would be reviewed for next year;
- The Committee was very concerned that engagement with officers and teams affected by the proposals has not been sufficiently robust. We noted the Chief Executive's comments that all of those affected should have received a face-to-face briefing from their line managers prior to the announcement at Council, and that it was unacceptable if this had not happened (although there may have been a very small number of cases where, due to officers' shift patterns, this would have been difficult). We hope that this process will be tightened up in future years;
- The Committee also felt that engagement with the voluntary sector must be improved in future years. We note comments that following discussions with the Trade Unions, it was the Administration's view that external organisations should make efficiencies in the same way as the Council. However, sufficient time must be given to allow the third sector to prepare itself for the impact of

cuts to grants and prepare contingency plans. This is the only way to ensure that the citizens of Cardiff are not affected.

There are also a number of improvements which the Committee would like made in terms of the information available to Members when considering the budget proposals. The Committee noted the comments of the Corporate Chief Officer – Corporate Services that Scrutiny members have to date received all the information they have requested to enable their consideration of the budget proposals. As this was this Committee membership's first budget scrutiny we have taken some time to reflect on the scrutiny process and the information made available to the Committee. In order to ensure a more robust and engaged scrutiny of the 2014/15 budget, we will work with Finance officers in the coming months to define our information requirements.

Furthermore, subject to discussion with the other Scrutiny Chairs, I will be seeking to establish an inquiry working group that can work with Cabinet members and officers from early in the new financial year. This will enable us to understand and engage more fully in the budget-setting process for 2014/15, rather than leaving our involvement to the final weeks before the budget is presented to Council. We feel that this is vital given the comment of the Cabinet member for Finance, Business and the Local Economy, that he had underestimated Members' general understanding of the budget-setting process, and that by the end of this Administration some service areas may have experienced a 90% cut to their budget.

- As a minimum in future years, we would hope to receive a similar range of information to that available to Cabinet members. For example, we were concerned that a transfer of £500k from the 'Transformation' budget to the Corporate Initiatives budget was not included in papers for Scrutiny as this is neither a savings nor pressure proposal;
- We would like a greater breadth of information so that we can develop a comprehensive understanding of the totality of the Council's budget, rather than simply considering the savings and pressures proposals. The papers should also include which budgets were not identified as being considered for savings;
- Where savings proposals are presented in future, officers must ensure that the wording of the proposal is accurate and clearly explains the likely impact of the saving in terms which a layperson would comprehend. All abbreviations should be explained in full when first used. We do not feel that this is currently the case;
- Members noticed at least one area where the wording of the savings entry seemed to be inaccurate (with regards to line 128 - SPICE) and were concerned that other errors may have been included in the papers. Members must be able to trust the information in front of them in order to form a proper judgement of the proposals' likely impact;
- Members would like to develop a greater understanding of the assessment process which is undertaken in terms of risk, achievability and equalities impact of the budget proposals. We will aim build this in to our inquiry scope. This is particularly pertinent as the Committee noted Councillor Goodway's

comment that in future years, some savings which are currently rated 'Red' or 'Amber-Red' may return in future years rated 'Green' or 'Amber-Green' and are therefore more likely to be accepted;

- I was particularly concerned that the information contained in the 'budget' column is not clearly explained and is inconsistent in its reference to specific team or service budgets. Frequently, a number of savings proposals lodged against the same overall budget are spread separately across a service area's entire section in the papers. This does not permit Members to grasp easily the overall, combined impact of a series of savings proposals against one budget. For example, lines 23, 25, 26 and 30 all referred to the same budget, Strategic Planning, yet they were not listed together in the document. I would request that the papers are re-formatted in future so that savings against a single budget are grouped together. It is also important to ensure that none of the figures in the budget column are subsets of budget figures listed elsewhere in the budget column;

Finally in terms of the contents overall budget savings, the Committee had a number of more specific points and requests for information:

- Members heard from officers that a five-year plan for Commissioning and Procurement has been drawn up, with the intention of saving £15m. We noted comments that efficiencies in procurement must be balanced with the potential negative effect on the local economy if local suppliers are pushed too hard. We have a scrutiny of this area scheduled for the coming months so will be interested to learn more about the category management approach the Council is taking;
- With regards to Scrutiny Services specifically, we welcomed comments that there would not be a 'chipping away' of the Scrutiny budget in future years, following the accepting of the training and Committee budgets. We also welcomed the funds which have been built into the financial pressures in terms of strengthening the robustness of Scrutiny in the authority. We noted Councillor Goodway's comments that there are potential efficiencies to be made from Democratic Services and Scrutiny management arrangements;
- The Committee noted the amended budget sheet which was distributed the day before our meeting and that the saving proposals regarding Cardiff Riding School was now marked as rejected in the Cabinet's budget papers. Members asked for clarification as to what saving will be made to balance this as this was not made clear during the meeting. We also ask that such amended budget sheets be available to Scrutiny well in advance of the meeting;
- The Committee would like to receive further information regarding temporary agency staff spend, broken down by category;
- We would also like further information regarding Leisure concessions for the over-50s;
- Finally, the Committee noted Councillor Goodway's comment that use has not been made of the Council's general reserves to lessen the level of savings

necessary, as the Wales Audit Office has expressed some concern about the levels of our reserve.

Corporate Services Budget Proposals

The Committee had some quite specific comments:

- We noted the Head of Scrutiny Performance & Improvement's comment that the reduction in the Health and Safety budget (line 153) will have no effect on the Council's statutory duty in this area;
- We would reiterate our comments that the Scrutiny Services budget should not be chipped away in future years, as above;
- We noted officers' comments that a feasibility study is being undertaken regarding the future of County Hall. The Committee requests the opportunity to consider this prior to any decision at Cabinet;
- The Committee have asked to receive a report on the Non Operational Property Strategy prior to its consideration at Cabinet. This has featured on the Cabinet's forward plan for some considerable time and has slipped monthly. Please could you give us a clear answer as to when this will be available for the Committee to consider;
- Members noted the Chief Legal Service Officer's comments that there are considerable difficult capacity issues in Legal Services and that the services' ability to bid for external legal work can be affected by these capacity issues. We also noted comments that Legal Services are working with Finance officers to develop more effective ways of profiling and tracking legal spend – and therefore the delivery of savings - across service areas, It was noted that an increase in commissioning of external work would need more monitoring
- The Committee had some concerns around line 156 individual working for annual canvas house visits. We noted comments that Lone working guidance and training is in place to mitigate risks to officers in undertaking these visits.

Shared Services Budget Proposals

Again, the Committee had some specific comments which Members have asked me to relay:

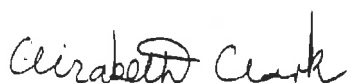
- The Committee noted comments that the reduction in the Race Equality First grant is felt to be a valid cut by their management, as their new director has identified areas where efficiencies can be made. We would, however, reiterate that there is a need for greater dialogue with voluntary sector organisations when grant reductions are proposed, as stated above. We welcomed Councillor Thorne's comment that efforts are being made to re-establish the voluntary sector working group;
- We note that the reduction in Connect to Cardiff opening hours is part of the wider Customer Management strategy to continue to provide options in how

the public access Council services, while encouraging the use of the web and other technologies to do so. We also noted that there may be some service delivery issues as this savings would come into effect prior to changes in Customer Management being implemented;

- We were interested to hear the Head of Internal Services' comment that if the savings from removing Member broadband are unachievable, following wider discussions around Member ICT support, then he will seek to make these savings elsewhere in his service;
- The Committee noted comments that the reduction in security in Council offices will not have an impact on the Council's insurance, or on the safety of its art and artefacts collection. We also noted officers' comments that discussions around the impact of this reduction of security have not yet been fully discussed with those service areas which are likely to be affected. We are concerned if this is the case, as it may appear that the Cabinet and Council will not be made aware of the full impact of accepting this savings proposal prior to coming to a decision over the budget;
- Members heard from officers that the income target from Capital Times advertising was felt to be achievable given levels of advertising revenue received to date. We are scheduled to scrutinise this issue in more depth in the current months, so will seek further information at that point.

Thank you again for attending this meeting and please pass on the Committee's thanks to your Cabinet colleagues and officers for their co-operation during what was a very long, but very useful, meeting. I would be grateful if you would ensure that officers continue to work with Scrutiny Services to help ensure that we can continue to improve the robustness of our scrutiny arrangements.

Yours sincerely,



**COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Councillor Russell Goodway, Cabinet Member Finance, Business & the Local Economy
Councillor Lynda Thorne, Cabinet Member, Communities, Housing & Social Justice
Jon House, Chief Executive
Sarah McGill, Corporate Chief Officer Communities
Philip Lenz, Corporate Chief Officer – Shared Services
Christine Salter, Corporate Chief Officer – Corporate Services
Steve Durbin, Head of Internal Services
Mike Davies, Head of Service - Scrutiny Performance and Improvement
Melanie Clay, Chief Legal Services Officer

Isabelle Bignall, Head of Service – Customer Services
Allan Evans, Operational Manager Service Accountancy
Marcia Sinfield, Projects & Technical Accountancy
Charles Coats, Operational Manager – Corporate & Property Estates
Catherine Smith, Operational Manager - Communications
Steve Robinson, Operational Manager - Commissioning & Procurement
Lesley Ironfield, Operational Manager - Facilities Management
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

**LEADER'S OFFICE
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My Ref / Fy Nghyf: CM24014
Date / Dyddiad: 27th February 2013

Cllr Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
Atlantic Wharf
Cardiff Bay
CF10 4UW

Dear / Annwyl Councillor Clark

**Policy Review & Performance Scrutiny Committee 20 February 2013 - Draft
Corporate Plan & Budget Proposals**

Thank you for your letter dated 21 February 2013 and for the speed in which you and your Committee submitted your comments on the draft Corporate Plan and draft Budget proposals.

I am grateful for your positive comments regarding the structure and accessibility of the Corporate Plan. It was our intention to make the Corporate Plan document a more easily readable document than previous versions, and in particular, trying to make sure it is not just a document for politicians and officers, but also for the people of Cardiff. It is, I believe, an important way of communicating our priorities and ambition to the people who live and work in Cardiff, and how we intend to deliver our commitments over the next four years. Structuring the plan around the Cabinet Portfolios also, I believe, gives greater accountability and lines of responsibility in Cardiff. It is pleasing, therefore, that you welcome this new approach in the development of the Corporate Plan.

I appreciate the concerns you raise regarding the linkages with the wider partnership strategy in Cardiff, as this was an issue that we considered as part of the drafting process. As part of this process we wanted to ensure that we could link our themes and objectives set out in the Corporate Plan with the seven What Matters outcomes. I attach, for your information, an overview of this linking process that was prepared during the drafting of the plan.

I also note your comments regarding the effective monitoring of the Delivery Plan. As outlined during the Scrutiny Committee meeting, the Delivery Plan is very much a 'live' document and it will evolve to take on board comments received from Scrutiny Committees and, in due course, from the Wales Audit Office. With regard to the

PLEASE REPLY TO / ATEBWCH I:

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Wales Audit Office, I would like to take this opportunity to correct a statement attributed to the Head of Scrutiny Performance and Improvement in your letter. During his presentation, when outlining the new structure of the Corporate Plan, Mike Davies indicated that the Wales Audit Office was broadly content with the new structure but wished to work with the Council to ensure that there was robust measures included in future delivery plans to ensure that outcomes for citizens could be more effectively gauged. The wording of your letter suggests that the external regulator is broadly content with the Corporate Plan as a document which is not the case as they have not, as yet, considered the plan in any detail.

With regard to specific objectives, measures and indicators of relevance to your Committee, both myself and Mike Davies have previously offered the support of the Council's Improvement Team to work with your Members to create a suitable basket of indicators for your Committee. I hope that this will, when achieved, meet your aspirations for "a greater depth of performance monitoring".

I also note your comments regarding the Ask Cardiff survey and will reflect on this as part of next year's Corporate Planning process.

With regard to your comments on the budget proposals, I do believe that the process we have undertaken has led to a significantly more open and transparent scrutiny of the Council budget than in previous years. I do note your concerns regarding the language used as it is clearly important that we can effectively communicate the budget proposals. I am aware that in some circumstances the proposals may have appeared more alarming than they could have, and this is something we will consider ahead of next year's budget process.

As I am sure you can appreciate, there is only a limited level of detail that we can consult upon during the consultation process in terms of how we can practically take account of the results that we achieve. We will, however, draw from the experience which was the first open public consultation of the budget proposals, and we will no doubt improve upon this process next year.

We will also ensure that in the future engagement with officers and teams affected as part of the budget process will be more robust. Those affected in the current proposals should have all been briefed face-to-face, and it is clearly unfortunate that there have been any occasions where this has not occurred. Our administration has a commitment to treating our workforce with respect, whether this is through the living wage, or whether it is by ensuring that if there is bad news for staff then this is provided in a sensitive and appropriate manner.

In terms of our engagement with the voluntary sector, I appreciate that the impact of the budget is a significant concern for these organisations, and that they, like the Council have services to provide and jobs to protect. We won't apologise however for treating third sector organisations as we have treated our own service areas, and I feel it would be inappropriate for us to protect external organisations ahead of our own staff within Cardiff Council. Indeed, many of our own service areas have experienced greater funding cuts than the majority of third sector organisations we support. I do note your concern over how we communicated the budget proposals with these organisations, and we will review this process for future years.

Moving forward it is pleasing to hear that you will work with officers to define the information requirements for further budget scrutiny meetings, and to get a better understanding of the budget-setting process ahead of 2014/15.

I can confirm that I have referred your specific comments on individual proposals to the relevant Cabinet Members.

Yours sincerely,
Yn gywir,

A handwritten signature in black ink that reads "Heather Joyce". The signature is written in a cursive, flowing style.

**COUNCILLOR / CYNGHORYDD HEATHER JOYCE
LEADER OF CARDIFF COUNCIL
ARWEINYDD CYNGOR CAERDYDD**

What Matters – Partnership Strategy Contribution

The Strategic Planning and Transport portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

Delivering the Local Development Plan (LDP) for Cardiff

Delivering the LDP Deposit Plan.	People in Cardiff have a clean, attractive and sustainable environment
Explore ways to protect our green spaces for future generations	People in Cardiff have a clean, attractive and sustainable environment
Bring forward new employment sites as part of the LDP	Cardiff has a thriving and prosperous economy
Promote employment opportunities within communities	People in Cardiff are healthy People in Cardiff are safe and feel safe Cardiff has a thriving and prosperous economy
Working with Communities to roll out Neighbourhood Regeneration schemes	Cardiff is a great place to live, work and play
Working with partners to establish a strategic city region approach to Planning	Cardiff has a thriving and prosperous economy
Explore new ways of funding development	Cardiff has a thriving and prosperous economy

Making Cardiff's Transport Network Better, Cleaner and Safer

Deliver a Strategic Transport Vision for Cardiff	People in Cardiff have a clean, attractive and sustainable environment
Develop a plan for the Cardiff Metro utilising Valley Line Electrification	Cardiff is a fair, just and inclusive society.
Invest in safer District Centres and create accessible and walkable neighbourhoods	People in Cardiff have a clean, attractive and sustainable environment
Improve cross city accessibility	People in Cardiff have a clean, attractive and sustainable environment
Implement safer traffic measures in and around key centres and schools in Cardiff.	People in Cardiff are safe and feel safe
Work with partners to establish a strategic city region approach to Transport	People in Cardiff have a clean, attractive and sustainable environment
Work with regional partners to deliver a step change in regional planning and transport	People in Cardiff have a clean, attractive and sustainable environment
Use our enforcement powers, such as Civil Parking Enforcement, to ensure our road network is properly managed	People in Cardiff are safe and feel safe People in Cardiff have a clean, attractive and sustainable environment
Review the Council Subsidy of services in Cardiff and if appropriate, reallocate resources to those areas most in need	People in Cardiff are safe and feel safe People in Cardiff have a clean, attractive and sustainable environment

The Strategic Planning and Transport portfolio makes significant contributions towards the following What Matters Partnership Indicators:

Cardiff has a clean, attractive and sustainable environment	
Municipal recycling/composting rate (per cent)	CIS
Per capita Local CO2 emissions estimates	DECC

People in Cardiff are Safe and Feel Safe	
How Satisfied are you with your neighbourhood as a place to live?	ASK Cardiff Survey

Cardiff is a great place to live, work and play	
Average House Price as a Ratio of average Earnings	Land Registry / Nomis
How satisfied are you with Cardiff as a place to live? (responding Very or Fairly Satisfied)	ASK Cardiff Survey
% of travel to work by sustainable means	Cardiff Information System

What Matters – Partnership Strategy Contribution

The Communities, Housing and Social Justice Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

Delivering High Quality and Sustainable Housing

Maximise opportunities for the use of sustainable technology within houses and communities in Cardiff	People in Cardiff have a clean, attractive and sustainable environment
Review the Council’s housing allocations policy.	Cardiff is a great place to live
Take forward the Housing Partnership Project	Cardiff is a great place to live
Develop an induction package for all Council tenants	Cardiff is a great place to live
Take forward the Empty Property Strategy, and Implement the Houses to homes initiative	People in Cardiff are safe and feel safe

Building Enterprising and Inclusive Communities

Deliver a new Green Paper to improve dialogue with communities in Cardiff to help inform service delivery for all partners in the city.	People in Cardiff are safe and feel safe Cardiff has a thriving and prosperous economy
Create enterprising communities through supporting people and organisations in our city’s neighbourhoods to support local activity.	Cardiff has a thriving and prosperous economy
Invest in our neighbourhoods	People in Cardiff have a clean, attractive and sustainable environment People in Cardiff are safe and feel safe
Progress the Strategic Equalities Plan	People in Cardiff are safe and feel safe Cardiff is a fair, just and inclusive society
Assist those affected by Welfare Reform by delivering the Welfare Reform Action Plan.	Cardiff is a fair, just and inclusive society
Develop a new approach to customer management that improves Council services, makes them more accessible, convenient and easier to engage.	Cardiff is a great place to live, work and play

Creating Safer Communities

Develop a new approach to community safety focusing on wrap-around support.	People in Cardiff are healthy People in Cardiff are safe and feel safe
Ensure that council homes are not misused and monitor the effectiveness of tenancy fraud measures	People in Cardiff have a clean, attractive and sustainable environment Cardiff is a great place to live, work and play
Support collaborative working in the city through the Cardiff Leadership Group and Cardiff Partnership Board.	People in Cardiff are healthy People in Cardiff have a clean, attractive and sustainable environment People in Cardiff are safe and feel safe Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society
Explore regional working to help our city’s communities.	People in Cardiff are healthy People in Cardiff have a clean, attractive and sustainable environment People in Cardiff are safe and feel safe Cardiff is a great place to live, work and play

Draft Delivery Plan – What Matters Contributions

The Communities, Housing and Social Justice Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

People in Cardiff Achieve Their Full Potential	Source
First Time Entrants to the Criminal Justice System Aged 10-17	Youth Justice Board
People in Cardiff are healthy	Source
% of People with Mental Health Issues	Welsh Health Survey
People in Cardiff are Safe and Feel Safe	Source
How Satisfied are you with your neighbourhood as a place to live?	ASK Cardiff Survey
Crime in Cardiff	South Wales Police
A&E admissions- assault	Cardiff and Vale UHB
Cardiff is a great place to live, work and play	
How satisfied are you with Cardiff as a place to live? (responding Very or Fairly Satisfied)	ASK Cardiff Survey
Cardiff is a fair, just and inclusive society	
16+ unemployment rate - ethnic minority	Nomis
Female Employment Rate	Nomis
Disabled Employment Rate	Nomis
Number of reported benefit claimants with Children	Nomis

What Matters – Partnership Strategy Contribution

The Education and Lifelong Learning Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

Providing High Quality and Sustainable Services

Achieve those Welsh Public Libraries Standards appropriate to meeting the needs of Cardiff citizens	People in Cardiff achieve their full potential
Cater for the demand for Welsh and English medium education	People in Cardiff achieve their full potential
Making best use of schools for the future by using buildings effectively, promoting greater community, conception of EIP	People in Cardiff achieve their full potential
Reconfigure Services, in light of financial circumstances, and make sure they are modern, and have a high impact on raising learning standards in schools and communities..	Cardiff is a fair, just and inclusive society

Enhancing Life Chances

Raising standards and performance	People in Cardiff achieve their full potential
Give every Cardiff child the best possible start.	People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society
Improving support for children with Special Education Need	People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society
Supporting Young People not in Employment, Education or Training	Cardiff has a thriving and prosperous economy Cardiff is a fair, just and inclusive society
Ensure the continued delivery of Bookstart and other literacy initiatives aimed at pre-school children	People in Cardiff achieve their full potential
Addressing the Digital by Default agenda by providing free high quality access to ICT services and the Internet to all vulnerable groups through the network of libraries across the city.	Cardiff has a thriving and prosperous economy Cardiff is a fair, just and inclusive society

New Service Delivery

Continue the improvements to ESOL	People in Cardiff achieve their full potential Cardiff has a thriving and prosperous economy
Refocus and restructure Neighbourhood Learning	People in Cardiff achieve their full potential Cardiff is a great place to live, work and play
Delegate more resource to schools.	People in Cardiff achieve their full potential
Explore service developments through on-line and digital provision and initiatives such as Community Hubs	People in Cardiff achieve their full potential

Draft Delivery Plan – What Matters Contributions

The Education and Lifelong Learning Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

People in Cardiff Achieve Their Full Potential	Source
Year 11 NEET	Careers Wales / Stats Wales
18-24 Claimant Count	Nomis
% with no Qualification	Nomis
% with NVQ 4+	Nomis
First Time Entrants to the Criminal Justice System Aged 10-17	Youth Justice Board

What Matters – Partnership Strategy Contribution

The Social Care, Health & Wellbeing, Children’s Services Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

Improving Children’s Services by Working Smarter

Strengthen corporate parenting throughout Cardiff Council to ensure the services we provide are sustainable and provide the best opportunities for Cardiff’s Looked After Children.	People in Cardiff are healthy People in Cardiff are safe and feel safe People in Cardiff achieve their full potential
Developing dedicated resources for looked after children across Children’s Services and Education to ensure we can identify those most at need and support them to achieve the best possible outcomes.	People in Cardiff are healthy People in Cardiff achieve their full potential
Put in place a joint Local Safeguarding Children Board with the Vale of Glamorgan.	People in Cardiff are healthy People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society
Set up a Social Impact Bond as a way of attracting external investment to fund an innovative approach to meeting the needs of the most vulnerable children and young people.	People in Cardiff are healthy People in Cardiff are safe and feel safe People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society

Supporting our Children’s future

Investing in early intervention and prevention.	People in Cardiff are healthy People in Cardiff are safe and feel safe People in Cardiff achieve their full potential
Providing opportunities for Looked After Children within Cardiff Council and its partners.	Cardiff has a thriving and prosperous economy
Take a corporate approach to introducing a Youth Mayor.	Cardiff is a fair, just and inclusive society
Working with local and regional partners to develop more opportunities including exploring the potential for pooled budgets where appropriate.	People in Cardiff are healthy People in Cardiff are safe and feel safe People in Cardiff achieve their full potential

Draft Delivery Plan – What Matters Contributions

The Social Care, Health & Wellbeing, Children’s Services Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

People in Cardiff Achieve Their Full Potential	Source
Year 11 NEET	Careers Wales / Stats Wales
First Time Entrants to the Criminal Justice System Aged 10-17	Youth Justice Board
Cardiff is a fair, just and inclusive society	
Number of reported benefit claimants with Children	Nomis

What Matters – Partnership Strategy Contribution

The Social Care, Health & Wellbeing, Adult Services Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

Provide up-to-date Adult Care services that meet the needs of service users

Focusing services on those that need it most, and addressing issues early to prevent future challenges.	Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society People in Cardiff are healthy
Modernise and Reshape the market for Adult Social Care through the creation of a Taskforce and Stakeholder Group	Cardiff is a fair, just and inclusive society People in Cardiff are healthy People in Cardiff achieve their full potential
Increase the uptake of Direct Payments	Cardiff is a fair, just and inclusive society People in Cardiff are healthy People in Cardiff achieve their full potential
Working regionally to improve services and achieve efficiencies	Cardiff is a fair, just and inclusive society People in Cardiff are healthy
Ensure that our Care Management arrangements protect and deliver the best outcomes our Citizens	Cardiff is a fair, just and inclusive society People in Cardiff are healthy
Address issues that we have identified as priorities for improvement.	Cardiff is a fair, just and inclusive society People in Cardiff are healthy

Undertake a long-term cross party review for Sustainable Social Services

Establish a Task Force to examine the way in which the Council provides and commissions Adult Social Care	Cardiff is a fair, just and inclusive society People in Cardiff are healthy People in Cardiff achieve their full potential
Work with partners to provide employment opportunities through service delivery	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential
Establish wider Stakeholder Forum to inform the deliberations of the Task Force.	Cardiff is a fair, just and inclusive society

Draft Delivery Plan – What Matters Contributions

The Social Care, Health & Wellbeing, Adult Services Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

People in Cardiff are healthy	Source
Life Expectancy	Stats Wales
% of Adults Who Are Overweight or Obese	Welsh Health Survey
% of People with Mental Health Issues	Welsh Health Survey
% of People With Limiting Long-Term Illness	Welsh Health Survey

What Matters – Partnership Strategy Contribution

The Environment Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

One Planet Cardiff

Publish and implement 'One Planet Cardiff'	People in Cardiff have a clean, attractive and sustainable environment
Develop Cardiff's energy production capability	People in Cardiff have a clean, attractive and sustainable environment
Improve water quality and flood resilience in Cardiff	People in Cardiff have a clean, attractive and sustainable environment
Implement 'Cardiff Outdoors' to provide a co-ordinated management of outdoor space in Cardiff	People in Cardiff have a clean, attractive and sustainable environment
Provide opportunities for NEET people in Cardiff through improving the city environment	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential
Help to provide affordable energy and reduce costs for people in Cardiff.	People in Cardiff have a clean, attractive and sustainable environment Cardiff is a great place to live, work and play
Shared residual waste and organic waste facilities	People in Cardiff have a clean, attractive and sustainable environment
Generating options for income opportunities.	Cardiff has a thriving and prosperous economy

Protecting People

Secure safe & warm housing by promotion, partnership working, support for landlords and effective regulation	People in Cardiff have a clean, attractive and sustainable environment People in Cardiff are healthy People in Cardiff are safe and feel safe
Ensure high standards of food safety in Cardiff.	People in Cardiff have a clean, attractive and sustainable environment People in Cardiff are healthy People in Cardiff are safe and feel safe
Improving air quality and standards.	People in Cardiff have a clean, attractive and sustainable environment People in Cardiff are healthy People in Cardiff are safe and feel safe
Addressing cold calling in vulnerable communities	People in Cardiff are safe and feel safe Cardiff is a fair, just and inclusive society
Help vulnerable members of our communities to manage their money better through education and support.	People in Cardiff are safe and feel safe Cardiff is a fair, just and inclusive society
Address issues relating to illegal money lending and provide assistance to victims of loan sharks.	People in Cardiff are safe and feel safe Cardiff is a fair, just and inclusive society
Ensure that the Council's licensing policies help to support our communities.	People in Cardiff are safe and feel safe Cardiff is a fair, just and inclusive society
Adopt a collaborative approach to Regulatory services with the vale of Glamorgan and Bridgend Councils.	People in Cardiff are healthy
Work with the three Cardiff Universities to review and re-launch the student community plan.	Cardiff is a great place to live, work and play
Adopt a functional approach to Licensing and the way it is undertaken across the Authority to improve service delivery and reduce bureaucracy.	Cardiff has a thriving and prosperous economy
Continue to modernise our Bereavement and Registration services improving accessibility and choice	Cardiff is a great place to live, work and play

Draft Delivery Plan – What Matters Contributions

The Environment Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

People in Cardiff are healthy	Source
% of People with Who Smoke	Welsh Health Survey
Cardiff has a clean, attractive and sustainable environment	Source
Municipal recycling/composting rate (per cent)	CIS
Per capita Local CO2 emissions estimates	DECC
People in Cardiff are Safe and Feel Safe	Source
How Satisfied are you with your neighbourhood as a place to live?	ASK Cardiff Survey

What Matters – Partnership Strategy Contribution

The Finance, Business and Local Economy Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

Changing the way we work

Invest in the development of Council employees through the Cardiff Council Academy to help maintain and improve the provision of services across Cardiff.	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society
Develop a Corporate Trainee and Apprenticeship Programme.	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential
Support the development of School children, the unemployed, College and University students and people considering career change	People in Cardiff achieve their full potential Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society
Ensure opportunities for NEET young people through work experience placements, the Council’s Corporate Trainee and Apprenticeship Programme	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society
Identify regional collaboration opportunities for service delivery.	Cardiff is a great place to live, work and play
Work with universities to develop knowledge and skills for current and future Council workers.	People in Cardiff achieve their full potential
Develop a five year plan to look at how we can maintain and improve service delivery given reduced resources	Cardiff is a great place to live, work and play
Ensure the Council can deliver affordable, effective and efficient services.	Cardiff is a great place to live, work and play

Developing a Competitive Economy

Produce a new economic vision for the city.	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a great place to live, work and play
Develop and attract high value business activity	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential
Enhance Cardiff’s international profile and reputation as a business location.	Cardiff has a thriving and prosperous economy Cardiff is a great place to live, work and play
Develop a programme of activity to strengthen the links between the city’s major employers and education providers.	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society
Support companies with recruitment services and labour market intelligence through Local Training and Enterprise	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society
Ensure Cardiff’s role as the economic driver of the city-region is recognised and exploited on behalf of Wales.	Cardiff has a thriving and prosperous economy Cardiff is a great place to live, work and play
Build strong partnerships between the public and private sector in the city.	Cardiff is a great place to live, work and play
Deliver a Super Connected Cities programme.	Cardiff is a great place to live, work and play

Draft Delivery Plan – What Matters Contributions

The Finance, Business and Local Economy Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

People in Cardiff Achieve Their Full Potential	Source
% with NVQ 4+	Nomis
Cardiff has a thriving and prosperous economy	Source
Gross Value Added	National Statistics
Claimant Count Unemployment (and Inactivity)	Nomis
Company birth rate (VAT Registrations)	National Statistics
Full-time gross median weekly pay	Annual Survey of Hours and Earnings
Visitor numbers	STEAM
Cardiff is a fair, just and inclusive society	
16+ unemployment rate - ethnic minority	Nomis
Female Employment Rate	Nomis
Disabled Employment Rate	Nomis
Number of reported benefit claimants with Children	Nomis

What Matters – Partnership Strategy Contribution

The Culture, Leisure and Sports Portfolio makes significant contributions towards the following What Matters Partnership Outcomes:

We will develop a bid to host the Commonwealth Games that in itself delivers immediate and lasting benefits.

Establish a clear plan for the delivery of a future Commonwealth Games bid.	Cardiff is a great place to live, work and play People in Cardiff are healthy Cardiff has a thriving and prosperous economy
Establish a medium term programme of national and international sporting events which have both immediate economic impact and contribute to the delivery of the CG bid.	Cardiff is a great place to live, work and play People in Cardiff are healthy Cardiff has a thriving and prosperous economy
Work with partners to ensure that any Commonwealth games bid has a regional benefit.	Cardiff is a great place to live, work and play People in Cardiff are healthy Cardiff has a thriving and prosperous economy
Develop Olympic legacy programme that will be used to build community momentum for the Commonwealth Games bid.	Cardiff is a great place to live, work and play People in Cardiff are healthy Cardiff has a thriving and prosperous economy

We will improve and safeguard Cardiff’s Cultural offer

Prepare a ten year plan for the ‘national concert hall’, securing the future of a top quality concert venue for the City and for Wales.	Cardiff is a great place to live, work and play Cardiff has a thriving and prosperous economy
Establish Cardiff Contemporary as a major visual arts event, and evaluate its impact on international perceptions of the City.	Cardiff is a great place to live, work and play Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential
Undertake targeted work to improve access to the city’s cultural facilities in our Communities First areas	Cardiff is a great place to live, work and play People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society
Improve footfall in the Castle Quarter through working with partners in both the public and private sector	Cardiff is a great place to live, work and play Cardiff has a thriving and prosperous economy
Commercialise our approach to the delivery of culture to make the combined operation of the Castle, Cardiff Story, Venues, Catering and The New Theatre cost neutral to the Council.	Cardiff is a great place to live, work and play Cardiff has a thriving and prosperous economy

We will make the best use of our local assets

Secure investment in the City’s parks through the Parks Partnership Programme and ensure sustainability of the service	People in Cardiff are healthy People in Cardiff have a clean, attractive and sustainable environment
Deliver improvements through the Green Places scheme.	People in Cardiff are healthy People in Cardiff have a clean, attractive and sustainable environment
Reduce operating subsidy in Parks and Leisure Centres, and ensure that where subsidy exists it is targeted at those most in need of support, and the impact of the subsidy is monitored and understood.	People in Cardiff are healthy People in Cardiff have a clean, attractive and sustainable environment
Implement a comprehensive programme of Community Asset Transfer to enable local community organisations to manage local buildings and sports facilities for local benefit.	Cardiff has a thriving and prosperous economy People in Cardiff achieve their full potential Cardiff is a fair, just and inclusive society
Unlock the potential of communities to improve our local assets by supporting ‘Vibrant Friends Groups’.	People in Cardiff achieve their full potential Cardiff is a great place to live, work and play Cardiff is a fair, just and inclusive society
Deliver a portfolio of events across the City	Cardiff has a thriving and prosperous economy Cardiff is a great place to live, work and play

Offer opportunities to those in most need and ensure that our services are representative of the communities we serve

Deliver the Physical Activity Strategy with the aim of becoming the most physically active city in Europe	People in Cardiff are healthy
Develop an ‘Yn Gymraeg’ programme to provide tours, lessons and sessions for Council and partner services in Welsh.	Cardiff is a fair, just and inclusive society People in Cardiff achieve their full potential
Provide a range of opportunities for NEET Young People including work experience, volunteering and apprenticeships and establish a programme working in collaboration on a regional basis.	Cardiff has a thriving and prosperous economy
Improve accessibility of youth sports opportunities by providing free outdoor provision across a range of activities, including pitches for children, fishing and tennis.	People in Cardiff are healthy
Lead the MEND (mind, exercise, nutrition, Do it!) agenda on behalf of Cardiff and the Vale of Glamorgan.	People in Cardiff are healthy
Maximise access to sporting and cultural activities through working with partners.	People in Cardiff are healthy

Draft Delivery Plan – What Matters Contributions

The Culture, Leisure and Sports Portfolio makes significant contributions towards the following What Matters Partnership Indicators:

Cardiff has a thriving and prosperous economy	
Gross Value Added	National Statistics
Visitor numbers	STEAM

Cardiff is a great place to live, work and play	
Average House Price as a Ratio of average Earnings	Land Registry / Nomis
How satisfied are you with Cardiff as a place to live? (responding Very or Fairly Satisfied)	ASK Cardiff Survey