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## AGENDA

<b>Pwyllgor</b>	PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD
<b>Dyddiad ac amser y cyfarfod</b>	DYDD MAWRTH, 14 MAWRTH 2017, 4.30 PM
<b>Lleoliad</b>	YSTAFELL BWYLLGORA 4 - NEUADD Y SIR
<b>Aelodaeth</b>	Cynghorydd Howells (Cadeirydd) Y Cynghorwyr Goddard, Hunt, Murphy, Sanders, Thomas a/ac Walker

Tua  
Amser.

### 1 Ymddiheuriadau am absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

### 2 Datgan Buddiannau

I gael eu gwneud ar ddechrau'r eitem agenda dan sylw, yn unol â Chod Ymddygiad Aelodau.

### 3 Cofnodion (*Tudalennau 1 - 6*)

Cymeradwyo, fel cofnod cywir gofnodion y cyfarfod a gynhaliwyd ar Ionawr 17, 2017.

### 4 Rheoli Cysylltiadau Cwsmeriaid a Systemau SAP: Diweddariad Cynnydd (*Tudalennau 7 - 12*) 4.35 pm

- a) Y Cynghorydd Graham Hinchey, Aelod Cabinet Gwasanaethau Corfforaethol a Pherfformiad, wedi cael gwahoddiad i fod yn bresennol ar gyfer yr eitem hon a gallai yn dymuno gwneud datganiad;
- b) Gorchmynion Paul, Prif Weithredwr; Christine Salter, Cyfarwyddwr Adnoddau Corfforaethol; a Sarah McGill, bydd Cyfarwyddwr Cymunedau, Tai a Gwasanaethau Cwsmeriaid yn bresennol ar gyfer yr eitem hon;

c) Cwestiynau gan aelodau'r Pwyllgor

**5 Chwarter Perfformiad 3 2016-17** (*Tudalennau 13 - 50*) 5.20 pm

a) Y Cyngorydd Graham Hinchey, Aelod Cabinet Gwasanaethau Corfforaethol a Pherfformiad, wedi cael gwahoddiad i fod yn bresennol ar gyfer yr eitem hon a gallai yn dymuno gwneud datganiad;

b) Christine Salter, Cyfarwyddwr Corfforaethol Adnoddau; Jackie Turner, Cyfarwyddwr Cynorthwyol Addysg a Dysgu Gydol Oes; a Leon Goddard, bydd Rheolwr Gweithredol Perfformiad a Gwelliant yn bresennol ar gyfer yr eitem hon;

c) Cwestiynau gan aelodau'r Pwyllgor.

**6 Strategaeth Caffael 2017-2020** (*Tudalennau 51 - 62*) 6.05 pm

a) Y Cyngorydd Graham Hinchey, Aelod Cabinet Gwasanaethau Corfforaethol a Pherfformiad, wedi cael gwahoddiad i fod yn bresennol ar gyfer yr eitem hon a gallai yn dymuno gwneud datganiad;

b) Christine Salter, Cyfarwyddwr Corfforaethol Adnoddau, a Steve Robinson, Rheolwr Gweithredol Comisiynu a Chaffael bydd yn bresennol ar gyfer yr eitem hon;

c) Cwestiynau gan aelodau'r Pwyllgor.

**7 Adroddiad Blynyddol Pwyllgor 2016/17** (*Tudalennau 63 - 102*) 6.35 pm

**8 Y Ffordd Ymlaen** 6.40 pm

(a) CRM - diweddariad SAP Cynnydd

(b) Perfformiad Chwarter 3 2016-17

(c) Strategaeth Caffael 2017-2020

Mae hyn yn dod i'r casgliad y busnes y Pwyllgor Adolygu Polisi a Chraffu Perfformiad ar gyfer y 2012-2017 gweinyddu.

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Mercher, 8 Mawrth 2017

Cyswllt: Kate Rees, 029 2087 2427, [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

***This document is available in English / Mae'r ddogfen hon ar gael yn Saesneg***

Mae'r dudalen hon yn wag yn fwriadol

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

17 JANUARY 2017

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Murphy, Sanders, Thomas and Walker

49 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Goddard.

50 : DECLARATIONS OF INTEREST

No Declarations of Interest were received.

51 : MINUTES

The minutes of the meetings held on 15 November 2016 and 6 December 2016 were agreed as a correct record and signed by the Chairperson.

52 : CARDIFF PUBLIC SERVICES BOARD: WELL-BEING ASSESSMENT

The Chairperson welcomed Councillor Phil Bale, PSB Chair & Leader of Cardiff Council; Maria Battle, PSB Vice Chair & Chair of Cardiff and Vale UHB, Paul Orders, Chair Executive PSB & Chief Executive of Cardiff Council; Sheila Hendrickson-Brown, Vice Chair Executive PSB & Chief Executive Officer of Cardiff Third Sector Council, Joseph Reay, Head of Performance & Partnerships and Gareth Newell, Operational Manager Partnerships & Community Engagement to the meeting.

The Chairperson invited the Leader to make a statement in which he said that Members would recall that in 2014 officers had been tasked with the first liveable city report, this was originally seen as an opportunity to highlight challenges faced by the Council and the City as a whole; the report now reflects new legislative framework and is subject to formal consultation before approval in March.

He added that it shows Cardiff as an improving City, managing growth pressures, developing individuals through that growth but that not all citizens are benefitting from that growth. He stated that it was important to be mindful of this and to focus on this. There were additional issues of inequalities across the City.

The Chairperson invited Maria Battle, PSB Vice Chair & Chair of Cardiff and Vale UHB, to make a statement in which she thanked the authors for a clear and accessible report; she added that there were some very positive messages within it but also some stark messages of inequality. Ms Battle stated that the report accords with the Health Boards strategy for future wellbeing, both show differences in life expectancy and health depending on which part of the City you live in; to address this is an issue reflected across all partners. Members were advised that population growth was unique to Cardiff in the under 6years and over 80's years, which provided a challenge for now and in the future.

Members were provided with a presentation on the Wellbeing Assessment and Liveable City Report 2017 after which the Chair invited questions and comments from Members;

- Members commended Officers for the huge amount of work that had gone into producing the report.
- Members made reference to Needs Assessment work and noted that work had been done on this in 2015, then again in May 2016 in preparation for this report and asked how needs have changed. Officers advised that the needs assessment done in 2015 has been updated and is present on the web tool. Questions of a qualitative nature on this were asked in the Ask Cardiff Survey; on a City level things have changed slowly but there have been changes in Educational performance, skills, youth unemployment and NEETS. The Leader added that it was important to note that parts of the city were changing very quickly; communities change and needs change as a result of this; the challenge was to understand the changes and learn from other projects that have taken place. He added that there was an opportunity through joint working to pool resources and address longstanding issues in areas such as Housing and Education, and these were things that the PSB could explore going forward.
- With reference to consultation, Members asked how the public would know about it, what it is for and how it could be accessed. Officers explained that the assessment sits on the Council website, the Liveable City report is what people will see and comment on.
- Members asked how the life expectancy and health figures compared to the rest of Wales; whether there was a correlation between deprivation and mental health and whether there is anything that can be done to address the issue. The Chief Executive stated that the figures in respect of Cardiff reflect trends in other UK Core Cities where there are huge macro-economic trends. To address the issues there was a need to integrate public services and bring together resources. Ms Battle added that the health service has been listening to what people want, which is health care in their communities where they can access it, in suitable localities and to include services for health and wellbeing such as cookery, gym, library as well as medical treatments. Officers added that there was a correlation between mental health issues and deprivation and this tended to be age related.
- Members referred to the 46 indicators and the stark contrast between some of the figures; Members asked how the data was used and how key priorities would be identified from the 46 indicators. The Leader stated when the PSB launched they identified a small number of things to focus on, he added that it was important to note that some things don't come through in one year and took some time to address. The Chief Executive added that in his experience of this kind of exercise it was important to manage a number of priorities and resource them effectively to have the right impact. With regards to the Health perspective, Ms Battle stated that they have over 60 indicators from the Government, and they can't all be delivered on so they chose 5, and agreed that as part of the PSB they will chose priorities based on consultation.

The Leader added that they would be engaging a challenge advisor to identify the key priorities in the City, using the Board model to identify new partners and ways of working to address issues such as Education and include the business community. It was important to put in place robust arrangements and focus on a small number of priorities.

In respect of the data, there were some restrictions such as census data but data was as up to date as it can be. The Leader added that there were other linkages between data sets such as the living wage, and encouraging opportunities through e.g. traineeships with partners, can build momentum and have a significant impact on things like NEET and deprivation.

- With reference to NEETS Members could not see a huge improvement from 2012-17, whereas good examples of reducing NEETS had been seen in Rhondda Cynon Taf. The Leader stated that there are representatives from the Welsh Government on the PSB, changes in National Legislation will help with making an impact and the Board is able to influence the government. From the Third Party perspective Ms Hendrickson Brown stated that with regards to Communities First the impact had been on the most marginalised and deprived communities, it takes time to build that trust in the communities and continuity of investment was important.
- Members sought assurance that people in the most hard to reach and deprived areas of the City had been reached to ensure that the Improvement plan reflects a true picture. Officers explained that they have engaged hard to reach people after looking at the analysis of Ask Cardiff they had put in place information on social media, using universities and working with the Third Sector; they went into workplaces where there had previously been a low BME response rate and supported this with focus groups, worked with the Refugee Council and worked more in the community.

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

## 53 : CITY OF CARDIFF CORPORATE PLAN 2017-19

The Chairperson welcomed Councillor Phil Bale, Leader, Paul Orders, Chief Executive; Joseph Reay, Head of Performance and Partnerships and Dylan Owen, Head of the Cabinet Office to the meeting.

The Chairperson invited the Leader to make a statement in which he said that this had been a journey over a number of years, especially with regards to the discussions with the Wales Audit Office. There had been improvements to the layout of the Plan including moving away from portfolios and focussing on key priorities; including growth budget process and reflecting future generation commitments. Targets would be added in due course.

Members received a Presentation on the Corporate Plan which included information on:

- Hierarchy of Plans
- Shaping the Corporate Plan
- Emerging Requirements of the Corporate Plan
- 5 Ways of Working
- Self Assessment
- Priorities: What we need to achieve
- Target Setting
- Engagement & Communication
- Next Steps

The Chairperson thanked officers for the presentation and invited questions and comments from Members:

- Members noted that the priorities in the Corporate Plan were different to priorities in the Liveable City plan and asked what the correlation was between plans. Officers explained that the various Plans had different timescales and this was not ideal; a self-assessment process was needed to give Directorates the opportunity to feed in to make the correlation between Plans seamless.
- Members asked whether there was any kind of post mortem undertaken on previous years' Plans in order to learn from achievements made. Officers advised that they fully appraise the Plan against previous commitments and future challenges. The Improvement Plan in October would look at what has been done, however this was constrained by Welsh Government and advice from Wales Audit Office. The Chief Executive added that they make the most of the Improvement Plan and establish principles to take into the Corporate Plan the following year.
- Members were concerned about the information in the Plan in relation to Vulnerable and Homeless people. The Chief Executive stated that Officers in the service area are aware that the figures have increased significantly in the past 18 months and there was work going on to understand the reasons for it.
- Members commended the work on Homelessness undertaken by Officers, Members noted the increase in Homelessness and that there is usually a reduction in April/May time but this was not the case in the past year.
- Members asked about the implications of the Future Generations Act, officers advised that there were similarities between the current Wellbeing objectives and some continuity of work and previous planning; lots of internal testing had been done with the commissioner and officers were fully mindful of legislation. The PSB would embark on a planning journey and any changes would be known in twelve months time; when delivery plans are in place officers will ensure that they are planning/acting/complaint with the Future Generations Act.
- Members asked how the political mandate could be aligned with the PSB strategy. The Chief Executive stated that partners understand the significance of political priorities and this is reflected in the planning therefore the plans are aligned.



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

#### 54 : ORGANISATIONAL DEVELOPMENT PROGRAMME - PROGRESS REPORT.

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance, Paul Orders, Chief Executive; Joseph Reay, Head of Performance & Partnerships; and Dean Thomas Operational Manager to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which he explained that the Organisational Development Plan was a moving feast that came out of the WAO report, it was a vehicle for change. There were two key principles; Commissioning and Reshaping Services, People and Places which drive the organisation. The report would provide an update on the progress made in the last twelve months and would be the last report of the administration.

Members were provided with a presentation which included information on:

- Background of the Organisational Development Programme (ODP)
- Update on progress
- Links with budget savings
- Key next steps

The Chairperson invited questions and comments from Members:

- Members asked for an update on the CRM. The Chief Executive stated that discussions had been held with the support team, technical issues had been worked through including software, coding etc. and that work was completed just after Christmas, results of this work had been tested since then and an update report was due to be presented imminently. In practical terms, many databases needed to be joined up.
- Members made reference to the MASH and asked how well it was working to date. The Chief Executive stated that it has brought all key protection agencies together and to the front door; feedback and the Chief Executive's impression was very good. MASH is all about early intervention, working with South Wales Police on issues such as Child Protection, this has brought about an initial spike in numbers, as cases were now easier to report; however, the ability to respond has also speeded up. This was one of a number of measures to improve safety and was working effectively to date.
- Members noted that the RAG rating for office rationalisation was RED/AMBER and asked why this was if the project was making the expected savings. It was explained that it was a complex project, which was often deadline critical, for this reason it was never going to be GREEN as there were a range of issues involved in each move.
- Members asked if there was the leadership and management capacity to make the ambitions work. Members were advised that the Organisational

Development Plan had highlighted a need to develop staff in some areas; there was a need for some fresh thinking, on the job training in conjunction with Cardiff and Vale College and recruiting some new people. Meanwhile step changes have been made, sickness absence was down and the quality and number of PPDR's was up; it was noted that changes take time to embed. With regard to staff in social services, the Chief Executive noted that extra was being asked of people and there had been a need to increase capacity, MASH would not have been able to happen if capacity had not been increased.

- Members asked for clarification on the criteria required for bringing service areas into the Organisational Development programme and for service areas leaving the programme to go back to business as usual. Officers advised that there would be a significant change requirement or it could be for corporate visibility such as budget savings. It was added that there was room for further streamlining and that some service areas could be moved out of the programme. Before a project is closed the OD team work with the service area; a project report is produced and signed off.
- Members noted that the Corporate Plan should drive the projects too and asked if it then becomes less of a performance improvement vehicle and more a reshaping services as core business vehicle. Officers agreed that it would, it was a mechanism for bringing together project management and services and skills.

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

55 : DATE OF NEXT MEETING

The next meeting of the Policy Review and Performance Scrutiny Committee is scheduled for 15 February 2017, County Hall.

The meeting terminated at Time Not Specified

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**14 March 2017**

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**CUSTOMER RELATIONSHIP MANAGEMENT AND SAP SYSTEMS: PROGRESS  
UPDATE**

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**Reason for this Report**

1. To provide the Committee with an update in respect of progress in applying enabling technology to improve efficiencies in delivering customer services.

**Background**

2. The Committee has responsibility within its terms of reference for scrutiny of the Council's management of its performance and improvement, and specific responsibility for scrutiny of e-government and ICT, contact centre services and service access.
3. In January 2017, the Committee received a progress report on the Organisational Development Programme. The Committee commended the Council on the generally strong progress it was making in responding to the Wales Audit Office Corporate Follow-On Report. However, Members' attention was drawn to ongoing performance issues with the Council's Customer Relationship Management (CRM) system, affecting both the roll out of Phase 1 and the development of future phases.

4. The Committee therefore, in its letter to the Cabinet, requested an update on progress made to resolve the technological issues that would enable improvement in customer focussed online services.

## **Issues**

5. Central to the Council's improvement is the Organisational Development Programme (ODP). The ODP is comprised of two portfolios (the Reshaping Services Portfolio and the Enabling and Commissioning Portfolio). Each portfolio contains multiple projects that address a range of issues identified in the Council's Follow-on Statement of Action, developed in response to the WAO Corporate Assessment.
6. The *Reshaping Services Portfolio* exists to explore enabling technologies, and develop working practices to facilitate the reshaping of key services across the Council. The aim is to better understand and manage customer demand, re-align services and functions currently delivered across a number of service silos, and deliver services at a reduced cost so that they are sustainable within the tough financial climate.
7. A strand of the Reshaping Services Portfolio is the *Customer Focus & Enabling Technology programme*. Enabling Technology is defined as 'establishing and exploiting standardised technology across the Council to improve efficiencies and maximise the capture and use of customer data'. The aim is to drive down the cost of delivering services, improve the quality and consistency of customer service, and eliminate unnecessary duplication of effort through a rigorous integration of "back office" processes.
8. A key project of the Customer Focus and Enabling Technology Programme is the *Online Services (CRM & Web) Project*, on which the Committee has requested a progress update.

## **Previous scrutiny**

9. In November 2016, following scrutiny of the WAO Statement of Action, the Committee noted that the Council could not deliver a customer portal until the digitalisation issues currently experienced by C2C operators were resolved, indicating an intention to keep a close eye on developments. Members had also indicated to the Leader their frustration that the Council was not further ahead in resolving the technological integration of the Council's SAP system with the customer facing system, CRM.
  
10. Following scrutiny of the Customer Services Strategy in December 2016, the Committee noted that the Council could not deliver a customer portal until the digitalisation issues currently experienced by C2C operators were resolved. Members heard that complex digital stories are developing, and that resolving the link between SAP and CRM will create the potential to link cameras, in-car technology and C2C. Members therefore re-iterated that the Council should have a date in mind as to when the problem would be resolved, and requested an update on CRM/SAP when there was something significant to report back.
  
11. Following its scrutiny of the ODP progress in January the Committee expressed concern that the CRM technological difficulties the Council had faced for some time remained unresolved. Members were seeking tangible progress in resolving the technological issues that would enable improvement in customer-focussed online services.
  
12. Having been advised on three occasions that the Council's technology partner has put in place its global escalation team to resolve matters, the Committee noted that the findings of the team's investigations and analysis were to be reported upon shortly, and stressed that the matter required resolution. To that end, the Chair would request an update on CRM at Committee's 14 March 2017 meeting.

## **Way Forward**

13. Councillor Graham Hinchey (Cabinet Member for Performance & Resources) has been invited to attend for this item.
14. Paul Orders (Chief Executive), Christine Salter (Corporate Director Resources) and Sarah McGill (Director of Communities, Housing & Customer Services) will be in attendance to update the Committee.

## **Legal Implications**

15. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However,

financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATION**

17. The Committee is recommended to note the report and the information provided at the meeting, consider whether it wishes to refer any comments or concerns to the Cabinet, and whether it wishes to commend further scrutiny to its successors in the forthcoming administration.

### **DAVINA FIORE**

Director of Governance & Legal Services  
8 March 2017

Mae'r dudalen hon yn wag yn fwriadol



**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**14 March 2017**

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**PERFORMANCE REPORT QUARTER 3 2016– 17**

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**Reason for this Report**

1. To present the City of Cardiff Council's Performance Report for Quarter 3 (October to December) of the 2016-17 financial year, providing the Policy Review and Performance Scrutiny Committee with an opportunity to monitor performance. The Performance Report for Quarter 3 2016-17 is attached at **Appendix 1**.

**Background**

2. The Council's performance management framework includes the production of quarterly performance reports designed to provide an overview of Directorate performance. Effective scrutiny of performance is an important component of the framework as it creates the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of its priorities and targets.
3. Each quarter the Policy Review & Performance Scrutiny Committee receives the overall performance report for the Council, while the four other Scrutiny Committees receive the reports of those Directorates that fall within their terms of reference. The Policy Review & Performance Scrutiny Committee perform two roles:

- It considers the overall performance of the organisation and the actions taken to ensure that agreed targets and commitments are delivered.
- It scrutinises the performance of the services that fall under the terms of reference of the Committee. This includes the performance of four Directorates: Corporate Resources; Governance & Legal Services; property elements of Economic Development; and customer elements of Communities, Housing & Customer Services.

### **Performance Overview**

4. As in Quarters 1 and 2, the Performance Support Group (PSG) identified performance issues of strategic importance for discussion at the relevant Senior Management Team meeting. These conversations have informed the content of this report.

### **Quarter 3 Performance Report Structure**

5. The Council's framework for performance management reporting has been under review as part of a project within the Organisational Development Programme. The structure of the quarterly report represents a continuing evolution of the Council's performance management framework, and is the result of continuing stakeholder engagement, including engagement with this Committee. The full Quarter 3 report considered by the Cabinet at its meeting on 16 February 2017 remains available should Members wish to look behind the high level picture, and can be accessed [here](#)<sup>1</sup>:

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<sup>1</sup> <http://cardiff.moderngov.co.uk/documents/s14569/CAB%2016%20Feb%202017%20-%20Q3%20Performance%20-%20Appendix%20A%20-%20Q3%202016-17%20Performance%20Report.pdf>

6. As in Quarter 2, a 'Council Overview Scorecard' accompanies the full report. This scorecard is designed to give an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:
  - Financial
  - Customer
  - Internal Processes
  - Learning & Growth.
7. The specific contents of each area of the scorecard will vary from quarter to quarter to highlight the most important achievements and challenges in relation to these four topics.
8. Members will recall that, for the first time at Quarter 2 16-17, this Committee received a balanced scorecard for each of the Council's Directorates. This approach provides the Committee with an at-a-glance picture of each Council Directorate, in addition to the Corporate Scorecard. The intention is that strategic scrutiny and challenge of the Council's performance is made more effective, as accessibility to the key messages is improved.
9. In view of this Committee's remit to consider the overall performance of the organisation, and the actions taken to ensure that agreed targets and commitments are delivered, the seven scorecards attached at **Appendix 1** should assist with effective scrutiny.
10. Following Quarter 2 performance scrutiny, the Committee specifically requested a summary of 'Corporate highs and lows', to accompany the seven balanced scorecards. The Corporate Performance Team has responded by drafting 'Achievements and Challenges Quarter 3 2016-2017', attached at **Appendix 1a**.
11. For clarity, the suite of performance papers attached to this report that make up **Appendix 1** are as follows:
  - a. Achievements and Challenges Quarter 3 2016-17
  - b. Council Overview Scorecard for Quarter 3 2016-17

- c. City Operations Scorecard 2016-17
- d. Communities Housing & Customer Services Scorecard 2016-17
- e. Economic Development Scorecard 2016-17
- f. Education & Lifelong Learning Scorecard 2016-17
- g. Social Services Scorecard 2016-17
- h. Resources Scorecard 2016-17.

## **SUMMARY OF KEY ISSUES – COUNCIL OVERVIEW SCORECARD**

12. Members' attention is drawn to the following key issues highlighted in **Appendix 1b**, the Council Overview Scorecard:

### **Sickness Absence**

13. The level of sickness absence in Quarter 3 was lower than in Quarter 2 for six of the seven Directorates. The Council-wide figure was also lower for Quarter 3 than for Quarter 2. However, the year-end forecast is 10.63 days lost per full time equivalent (FTE) employee. This is worse than last year's performance and the Council is not expecting to achieve the year-end target of 8.5 days lost.
14. Senior management and human resources colleagues have been working with staff across the Council to reinforce the procedural and cultural messages in relation to staff sickness absence, and to ensure that managers have the skills and knowledge to implement the policy appropriately.
15. Actions arising from the Quarter 2 STAR Chamber include a review of previously agreed actions regarding sickness absence, particularly in relation to Social Services and City Operations. A review of sickness absence will be conducted in Culture and Arts venues ahead of the Alternative Delivery Model (ADM) decision. An update will also be sought in relation to Social Services Domiciliary Care policy, to include clarification of 48-72 hour refrain

from contact with clients, in relation to diarrhoea and vomiting advice from Public Health.

## **Budgets**

16. Directorate Budgets are projected to be overspent by £7.032 million, which primarily relates to Social Services (£5.981 million) and City Operations (£955,000). It is anticipated that continued management actions will result in reductions to the over-spend by the year-end.
17. Collective Directorate performance in achieving savings proposed for 2016-17 is currently projected at 76%, with Communities, Housing and Customer Services at 68% and Resources at 92%. In addition, the report has a representation which breaks down the spend for each Directorate across staff costs, overtime and agency. This shows that spend is broadly in line with the budget assumptions for the year to date.

## **Information Requests**

18. The proportion of Freedom of Information requests responded to within the required timescales was 92.17% in Quarter 3, compared with 92.32% in Quarter 2 and 88% in Quarter 1.

## **Customer Insight**

19. Customer satisfaction with Library and Hub services remains high at 99%. Customer satisfaction regarding calls to C2C also remains high with 96% satisfaction for calls handled in English and 97% satisfaction for calls handled in Welsh. Performance in respect of Calls to the Repair Reporting Line has fluctuated from 91% in Quarter 1 to 86% in Quarter 2, and was 89% in Quarter 3.

20. The proportion of parking permit applications submitted online increased to 77.5%, and the proportion of requests for caddies and extra bags made online was 74.3% in Quarter 3, compared with 75.9% in Quarter 2.
21. The number of complaints has increased in Quarter 3 to 527, from 374 in Quarter 2 and 425 in Quarter 1. 94% of complaints were responded to within 20 days, the same as in Quarter 2.

## **SUMMARY OF KEY ISSUES – DIRECTORATES**

### **City Operations – Appendix 1c**

22. Planning Applications – Following improved performance in Quarter 1 and 2, performance in Quarter 3 continues to be above target and well above 2015-16 performance. In Quarter 3, 33.3% of major applications were determined within 13 weeks, and 95.1% of householder applications were determined within 8 weeks. The Quarter 3 Performance of both indicators is above target.
23. Cleanliness - Streets – Performance in Quarter 3 dipped, with 84.2% of the highways and land inspected being of a high or acceptable standard of cleanliness, compared to 98.1% in Quarter 2. This was due to the need to move resources away from street cleaning and towards leaf collection during autumn, to prevent issues arising from uncollected leaves.
24. Fly tipping – Performance remains very high, with 98.5% of reported fly-tipping incidents cleared within five working days. This compares well to the Quarter 2 figure of 98.1% and an annual target of 90%.
25. Budget – There remains a projected overspend associated largely with the Leisure ADM savings shortfall and, as before, removing this from the position results in an overall underspend for the Directorate. There are additional savings shortfalls relating to planned restructures and digitisation, mitigated by overachievements against certain savings proposals as well as income

from charges, concessionary fares travel reimbursement and Bereavement Services.

### **Communities, Housing and Customer Services – Appendix 1d**

26. Supporting people to be job ready – In Quarter 3 30,845 people were assisted through the Into Work Service, which is well above target and more than the 21,000 people assisted in Quarter 2. The percentage of people feeling ‘job ready’ after completing the course remains high and stable at 99%.
27. Housing - Homelessness – During Quarter 3 the Outreach Service made an intervention within 3 days on every single occasion they were made aware of a rough sleeper, so performance is at 100%. A review of the management of accommodation used by rough sleepers is expected to be completed by the target date of March 2017.
28. Use of Lettable accommodation – The number of days taken to let this type of accommodation continues to improve and in Quarter 3 was 78.35, compared to a Quarter 2 result of 82. However, performance is worse than the target of 65 for Quarter 3.
29. Delayed transfers of care (DToC) – Housing continue to develop their joint working arrangements with Social Services and Hospitals and their efforts to reduce the number of Cardiff residents who experience a DToC, are progressing well.
30. Budget – Despite savings shortfalls relating to the implementation of the Alarm Receiving Centre and roll-out of the Libraries and Hubs strategy, the Directorate has a projected underspend of £119,000 at year-end. Contributing to this is additional income from renovation grants and administration fees, as well as underspends on supplies and service budgets.

## Economic Development – Appendix 1e

31. Employment – The number of jobs created or safeguarded through Council support has increased in Quarter 3 to 586, compared to 499 in Quarter 2 and an annual target of 500. A site north of Wood Street has been selected by Her Majesty's Revenue and Customs for a relocation and expansion that could deliver up to 3500 jobs. Headquarters for a major international development charity will be established in Cardiff creating 50 new skilled jobs.
32. Land development and regeneration – The quantity of Grade A office space committed for development continues to increase and in Quarter 3 was 285,700 sq. ft., compared to 180,000 in Quarter 2 and a year-end target of 150,000. Work to deliver 300,000 sq. ft. of office space in Cardiff Enterprise Zone by March 2018 is on target. Work to develop the International Sports Village, including a review of the plan for the waterfront site by March 2017, is on target.
33. Waste – 3,195 tonnes of green bag recycling was collected from households over the Christmas period, an increase of 5% from last year and an increase of 25% from 2015-16. Construction of the new Lamby Way Household Recycling Centre is due to be completed by February 2017.
34. Budget – The Directorate has experienced shortfalls against savings targets, largely associated with Office Rationalisation and City Centre Management. Overspends have been offset in part by additional income from advertising and City Hall functions and also reduced spending on Cardiff Branding and Workshop NDR costs. St. David's Hall and the New Theatre also continue to project a balanced position; however, this will be closely monitored as the Arts and Cultural Venues ADM progresses this year.
35. The recently formed Commercial Services has a projected underspend that will deliver an overall underspend for the Directorate at year-end. This is despite savings shortfalls in areas including digitisation, depot security and vehicle rationalisation. Additional pressures have been experienced through increased operating costs in Recycling Waste Services but there has been



mitigation from additional income, operational savings and savings on unfilled posts, as well as a projected surplus within Facilities Management.

## **Education and Lifelong Learning – Appendix 1f**

36. Most of the results available in Quarter 2 were provisional. In most cases these results are now final and where this is the case, this will be highlighted.

### **Attainment at Key Stage 4**

37. Level 2+ Threshold – The result for the percentage of pupils achieving this threshold (5 GCSEs at A\*–C grade including A\*–C in English or Welsh and Mathematics) is now final at 62.5%. This is higher than the provisional figure (62%) and higher than the result for the 2014-15 academic year (59.3%), but lower than the target for the 2015-16 academic year (65%). The result is also above the Wales average of 60%.
38. Level 2+ Threshold (Free school meals) – The result for the percentage of FSM pupils achieving Level 2+ Threshold (definition same as in point 37) is now final at 39.3%. This is higher than the provisional figure (35.4%) and higher than the result for the 2014-15 academic year (32.23%), but lower than the target for the 2015-16 academic year (45.45%).
39. Level 2 Threshold – The result for the percentage of pupils achieving this threshold (5 GCSEs at A\*–C grade) is now final at 84.3%. This is higher than the provisional figure (84%) and higher than the result for the 2014-15 academic year (81.06%), but lower than the target for the 2015-16 academic year (87.08%). The result is in line with the Wales average of 84%.
40. Level 1 Threshold – The result for the percentage of pupils achieving this threshold (5 GCSEs at A–G grade) is now final at 94.4%. This is higher than the provisional figure (94%) and higher than the result for the 2014-15 academic year (92.15%), but lower than the target for the 2015-16 academic year (97.81%). The result is below the Wales average.

### **Attainment at Key Stage 3**

41. Core Subject Indicator – The result for this measure was final in Quarter 2 and is 86.6%. This is higher than the result for the 2014-15 academic year (83.4%) and higher than the target for the 2015-16 academic year (85%).

### **Attainment at Foundation**

42. Outcome 5 in the Foundation Phase Outcome Indicator – The result for this measure was final in Quarter 2 and is 88.9%. This is higher than the result for the 2014-15 academic year (86.73%) and higher than the target for the 2015-16 academic year (86%). The rate of improvement in Cardiff is greater than that across Wales.
43. Attendance (These real time figures may change once they are finalised) – The Primary School real time result for Quarter 3 was 95.4%, which is identical to the target for this academic year. The Secondary School real time result for Quarter 3 was 94.3%, which is just below the target for this academic year of 95%.
44. The Band A investment programme in relation to School Organisation, Access and Planning is progressing well. Construction of Eastern High is progressing well and the new schools being completed as part of Band A will increase primary places in English medium schools by 60 and in Welsh medium schools by 90.
45. Out of County placements are currently showing a projected overspend of £612,000 and the savings target is £900,000. A joint project group has been established between Education and Children's Services, and risk cases are identified early and discussed regularly at Risk Management meetings.

## **Governance and Legal Services – (No Balanced Scorecard)**

46. The Welsh Language Commissioner to date has received 14 complaints in relation to alleged breaches of the Welsh Language Standards. The Bilingual Working Group continues to review the investigations on a quarterly basis and Cabinet are notified of issues of concern.

## **Resources – Appendix 1g**

47. Revenue collection – The percentage of Council Tax due that was received by the authority at the end of Quarter 3, was 81.59%. This result tends to increase throughout the year, and is forecast to achieve the year-end target of 97%. The current result is slightly lower than for the same period last year (81.66%) and the difference in performance equates to approximately £108,000.
48. Non-Domestic Rates – The percentage of NNDR collected (net of refunds) at the end of Quarter 3 was 82.03%. This measure is forecast to achieve the year-end target of 96.50%. The current result is slightly lower than for the same period last year (81.80%).
49. Work is being undertaken to automate additional online transactions to improve the customer experience.

## **Social Services – Appendix 1h**

50. Staff vacancies – At the end of Quarter 3, 23.3% of posts within social work teams were vacant. This has improved on the Quarter 2 position of 24.8%, but is worse than the year-end target of 18% and performance for Quarter 3 last year of 21.6%.
51. Looked After Children – At the end of Quarter 3, 9.9% of the children taken into care during the year had returned home. This equates to 88 of the 893 children taken into care. The Quarter 2 figure was 6.2% but there is no target or 2015-16 data, so no further comparison is possible.

52. Children supported to remain living within their family – Of the 1,588 children with a Care and Support Plan at 31 December 2016, 898 were living at home (56.5%). This is slightly down on Quarter 2 performance (57.3%) but there is no target or 2015-16 data, so no further comparison is possible.
53. Adult protection enquiries – At the end of Quarter 3, there had been 271 enquiries and 266 of these were completed within 7 working days (98.2%). The Quarter 2 figure was 97.6% but there is no target or 2015-16 data, so no further comparison is possible.
54. Delayed Transfers of Care – The Quarter 3 figure of 4.16 (people delayed for social care reasons per 100,000 of population aged over 75) is a significant improvement on the figure at this time last year (7.95) and is close to the Quarter 2 figure (3.10) despite the challenges in the health and social care system.
55. Direct Payments – The number of adults in need of care and support who received a direct payment at the end of Quarter 3 was 707. This is higher than in Quarter 2 (679) but there is no target or 2015-16 data, so no further comparison is possible. There are currently 45 people in the process of obtaining a direct payment.
56. Paid Carers – There continues to be capacity issues across Cardiff and the UK within the domiciliary and nursing care home market, largely due to a shortage of paid carers. A number of engagement sessions have taken place both within and outside Cardiff with Care Providers to encourage growth in this area.
57. Budget – Social Services has a projected overspend, resulting mainly from savings shortfalls in both Adults' and Children's Services. Significant additional pressures in Adults' Services include increased costs of and demands for domiciliary care, while there have been underspends in relation to residential care and staff budgets. In addition to savings shortfalls, the overspend in Children's Services has been impacted further by agency and

external fostering costs, with some mitigation delivered by savings on guardianship orders and internal fostering and adoption budgets.

### **Overview of Previous Performance Scrutiny**

58. The Committee agreed during its Work Programming for 2016-17 that the full Committee would monitor performance quarterly. Two Members agreed to represent the Committee in performance management reporting matters, and as such have been interviewed by the Wales Audit Office
59. The Committee has acknowledged that the Council continues the process of refreshing its performance management reporting arrangements. Members of the Committee continue to enjoy improved lines of communication on performance matters and increasing support for the internal challenge of Council performance. Meaningful engagement with the Committee's performance representatives is benefitting the continued development of the Council's approach to Performance Management
60. Monitoring Corporate Performance, and the emerging new approaches to performance management, has been a significant part of the Committees work programme in 2016-17. Members may wish to reflect on some concerns highlighted, and how the Council has addressed them.
61. At **Quarter 4 2015-16** the Committee:
- Was concerned at gaps in the Performance Indicator (PI) data provided for their consideration;
  - Considered the downward trend in sickness absence was very encouraging and commended the Cabinet for its achievements, particularly in Directorates such as City Operations. Members felt it would be useful to identify to what extent this improvement was a result of management action, and were concerned that the Employee Counselling Service was oversubscribed;

- Was concerned that at the end of the 2015-16 monitoring year, there were performance indicators still RAG rated amber, and looked forward to a more consistent approach to RAG rating across the organisation as the new performance monitoring arrangements come to fruition;
- Highlighted that the compliance level of PPDR completion meant 1,000 staff were still not receiving a PPDR, and this needed to be addressed;
- Acknowledged the complexity of the Council's quarterly performance report, in attempting to simultaneously present the high level overarching corporate performance picture alongside the performance of individual services; and
- Flagged up that ward Councillors would find geographic performance analysis useful.

62. In response, Cabinet recognised that there was more work to do to meet the challenging stretch targets set by the organisation. They recognised the value of analysing the causes of improved sickness absence rates; and indicated a consistent approach to RAG ratings was being developed as part of the refresh of the Council's Performance Management Strategy. Cabinet also agreed work would continue to improve performance in the PPDR process; recognised the usefulness of geographically-based performance analysis for ward Councillors; and indicated the Corporate Performance Team would work with service-based Performance Leads to explore the possibility of analysing and presenting relevant performance information on this basis.

63. At **Quarter 1 2016-17** the Committee's overarching comment to Cabinet was that the Quarter 1 refreshed quarterly report remained complex and heavy going, and looked forward to the Quarter 2 report addressing the need for greater simplification. The corporate overview pages of the report had been summarised into a two-page Balanced Scorecard presentation. Members felt this was commendable, however there was a need for an 'in-between' report, more detailed than the Balanced Scorecard summary but less weighty than

the current full report. The Committee therefore suggested a one-page summary for each Directorate would usefully sit behind the Balanced Scorecard. The Committee added it felt;

- robust work was required throughout the organisation on target setting, comparing quarterly results, and not just annual results.
- there was a need for consistency in finance and performance reporting in respect of target setting;
- the report needed to enable Members to perform their ward Councillor role, and enable them to hold the Cabinet to account. Members suggested that an option of online 'drilling down' would be useful both for Members and for the public;
- the need to re-iterate that other scrutiny committees' needs in executing their role of monitoring frontline services should be taken into account;
- quarter 1 sickness figures were concerning, particularly that the Council was unable to influence schools in tackling sickness absence.
- the Council should remind governing bodies that they offer a service whereby governors can gain access to sickness information should they require it; and
- progress had been made in the level of PPDRs, but it remained concerned as to how the organisation would tackle the remaining 10% of staff still not receiving PPDRs.

64. In response the Cabinet indicated that the Performance Reporting Project team had been tasked with developing a reporting format specifically for the Committee, consistent with the Council's overall reporting framework. They accepted that an option of 'drilling down' into performance would be useful for Members, and for the public, and that work was underway to develop ways in which the Council reports its performance to other audiences, focussing on

accessible reporting formats such as infographics. The ambition of this work would be to create an online portal with a 'top layer' of easily accessible narrative, and infographic-driven performance information, underpinned by a second layer of more detailed performance information.

65. At **Quarter 2 2016-17** the Committee acknowledged that the Council was still in the process of refreshing its performance management reporting arrangements. Members were generally very happy with the extension of the balanced scorecard approach to each Directorate. However, Members remained unclear which Performance Indicators were proving challenging and which were improving performance. The Committee therefore:

- requested, as part of the quarterly performance report, a corporate summary of highs and lows during the quarter, highlighting clearly where current performance concerns are for the Council;
- expressed concern about the Quarter 2 sickness absence projections given that in every Directorate projections outstrip targets;
- accepted the offer of greater detail in respect of the Education-non-school service sickness absence rates;
- considered the title 'Council Overview Scorecard' was misleading. Members noted that the KPIs used in the performance report measured performance against the Council's Improvement Objectives alone, and not improvement in Council services in general. Therefore, whilst the Scorecard provides a strategic overview it is not an all-encompassing view and this should be made clearer;
- re-iterated it's view that the public should have access to a level of performance data that facilitates an assessment of Council performance; and



- re-iterated that some scrutiny committees focus on day-to-day performance and are keen to have a bespoke report that enables very focussed monitoring of frontline services.

66. In a very committed response the Cabinet indicated that the Corporate Performance Team would be developing a summary of the 'Corporate Highs and Lows' and invited Members of the Committee to engage with the Performance Team in developing the summary. They indicated Education and Lifelong Learning would provide the Corporate Performance Team with a detailed account of non-schools sickness absence for consideration with the Quarter 3 performance report. In conjunction with the Communications team, the Corporate Performance Team would develop a public facing performance report, summarising the Council's Annual Improvement report, National Strategic Indicators and Performance Assessment Measurements for 2015-16. The Cabinet also committed to developing reports better suited to the specific requirements of individual scrutiny committees, in line with the ongoing review of scrutiny.
67. Having been offered a more detailed account of non-schools sickness absence, at the meeting Members will have a case-study opportunity to focus on the Directorate's sickness performance.

### **Way Forward**

68. Councillor Graham Hinchey (Cabinet Member for Performance & Resources) has been invited to attend for this item. Christine Salter (Corporate Director Resources) will also be in attendance. OM for Corporate Performance and Improvement Leon Goddard has been invited to present the report. Jackie Turner (Assistant Director Education and Lifelong Learning) will attend to support the case study on non-schools sickness absence performance and answer Members' questions.

## **Legal Implications**

69. 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 when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

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

## RECOMMENDATIONS

The Committee is recommended to:

- Note the contents of the report attached at **Appendix 1**;
- Consider whether the Achievements and Challenges Report and Corporate and Directorate Scorecard approach provides the Committee with the tools to fulfil its overview responsibilities;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

### **DAVINA FIORE**

Director of Governance & Legal Services

8 March 2017

Mae'r dudalen hon yn wag yn fwriadol

## **Appendix 1a – Achievements and Challenges Quarter 3 2016-17**

### **City Operations – Achievements**

1. Through the support of the Energy and Sustainability Team, the Council has retained the Green Dragon Level 3 Environmental Standard status in relation to energy saving and CO2 reduction
2. Planning Applications – The improvements made in Quarter 1 and 2 have continued. In Quarter 3, 33.3% of major applications were determined within 13 weeks and 95.1% of householder applications were determined within 8 weeks.

### **City Operations – Challenges**

3. Street Cleanliness – Performance in Quarter 3 dipped. Of the highways and land inspected in Quarter 3, 84.2% was of a high or acceptable standard of cleanliness, compared to 98.1% in Quarter 2.

### **Communities, Housing & Customer Services – Achievements**

4. For the third year in a row, C2C has been nominated for a Contact Centre Award, after winning the award for People Engagement last year.
5. Housing - Homelessness – During Quarter 3 the Outreach Service made an intervention within 3 days on every single occasion they were made aware of a rough sleeper, so performance is at 100%. A review of the management of accommodation used by rough sleepers is expected to be completed by the target date of March 2017.
6. Budget – Despite savings shortfalls relating to the implementation of the Alarm Receiving Centre and roll-out of the Libraries and Hubs strategy, the Directorate has a projected underspend of £119,000 at year-end. Contributing to this is additional income from renovation grants and administration fees, as well as underspends on supplies and service budgets.

## **Communities, Housing & Customer Services – Challenges**

7. Use of Lettable accommodation – The number of days it takes to let this type of accommodation was 78.35 in Quarter 3, which did meet the target of 65 days. However, this was an improvement on Quarter 2 performance of 82 days.

## **Economic Development – Achievements**

8. The Commercial and Collaboration service have secured their first integrated contract for Waste, Pest Control and Depot Facilities.
9. Construction of the new Lamby Way Household Recycling Centre is due to be completed by February 2017.

## **Economic Development – Challenges**

10. The funding models to deliver key infrastructure projects, including the bus station and proposed Arena, remain challenging.
11. The directorate has experienced shortfalls against savings targets, largely associated with Office Rationalisation and City Centre Management. Overspends have been offset in part by additional income from advertising and City Hall functions and reduced spending on Cardiff Branding and Workshop NDR costs

## **Education & Lifelong Learning – Achievements**

12. The School Holiday Enhancement Programme was accessed by an average 238 children each day during the 2015-16 summer holidays and provided good quality meals, sport and nutrition skills, education and activities to children in areas of deprivation in Cardiff. In partnership with the WLGA, four other authorities were supported to run their own pilots.

13. Level 2+ Threshold – 62.5% of pupils achieved this threshold (5 GCSEs at A\*–C grade including A\*–C in English or Welsh and Mathematics). This is higher than the provisional figure (62%) and higher than the result for the 2014-15 academic year (59.3%), but lower than the target for the 2015-16 academic year (65%). The result is also above the Wales average of 60%.

### **Education & Lifelong Learning – Challenges**

14. The directorate is projecting an over-spend in relation to children who require education services out of county. A joint project group with Children's Services has been established to review the situation.
15. There continue to be issues with school buildings and maintenance.

### **Governance & Legal Services – Achievements**

16. The directorate continues to support the roll out of web-casting which included Scrutiny meetings in December 2016.

### **Governance & Legal Services – Challenges**

17. More investigations than anticipated have been undertaken by the Welsh Language Commissioner. Under the new Standards all complaints received result in an investigation which is resource intensive as it is a legal process that is required to be followed.

### **Resources – Achievements**

18. Revenue collection - Council Tax – By the end of Quarter 3, the Council had received 81.59% of the Council Tax that was due. This is very similar to the figure at this time last year and year-end performance is expected to be 97%.

## **Resources – Challenges**

19. Work continues to automate online transactions to improve the customer experience.

## **Social Services – Achievements**

20. Approximately 550 Social Service Staff have been 'mobilised' through the Agile Mobile Working project, leading to positive responses from staff involved.
21. Children - Looked after children (LAC) – At the end of Quarter 3, 9.9% of the children taken into care during the year had returned home. This equates to 88 of the 893 children taken into care. The Quarter 2 figure was 6.2% but there is no target or 2015-16 data, so no further comparison is possible.
22. Adults - Delayed transfers of care (DToC) – There was a significant reduction in the number of people waiting in hospital (as a result of delays for social care reasons) this year, compared with the same period last year.

## **Social Services – Challenges**

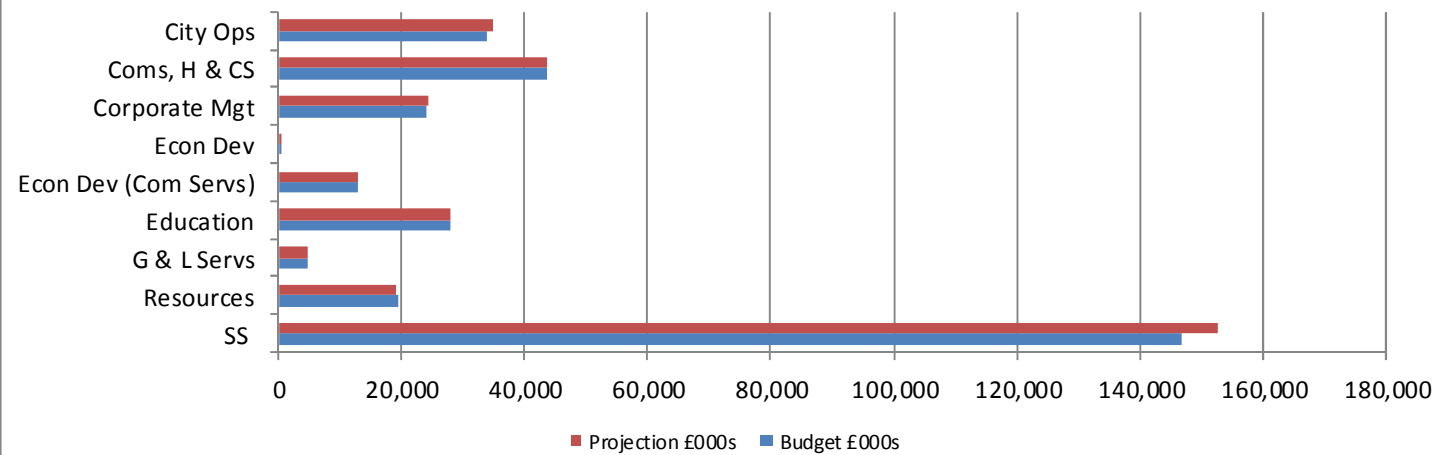
23. The increasing complexity of cases managed by Children's Services is recognised by the judiciary and is reflected in the high number of case in care proceedings before senior judges.
24. Staff vacancies – At the end of Quarter 3, 23.3% of posts within social work teams were vacant. This has improved on the Quarter 2 position of 24.8%, but is worse than the year-end target of 18% and performance for Quarter 3 last year of 21.6%.



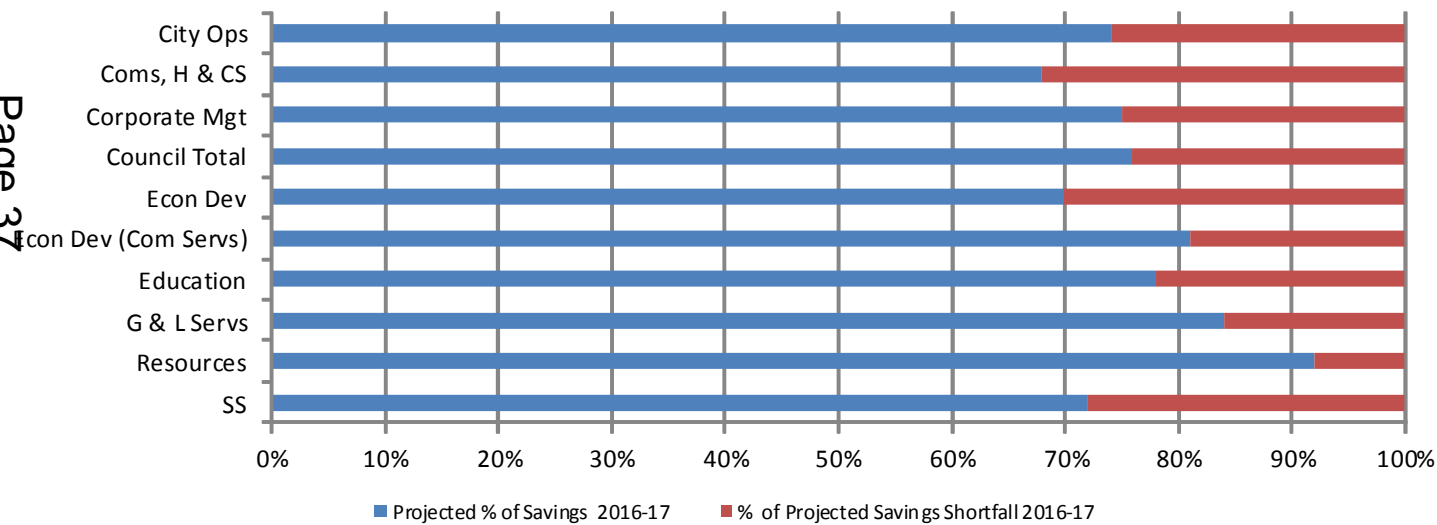
# Council Overview Scorecard Quarter 3 2016-17

## Financial - tracking financial success and value

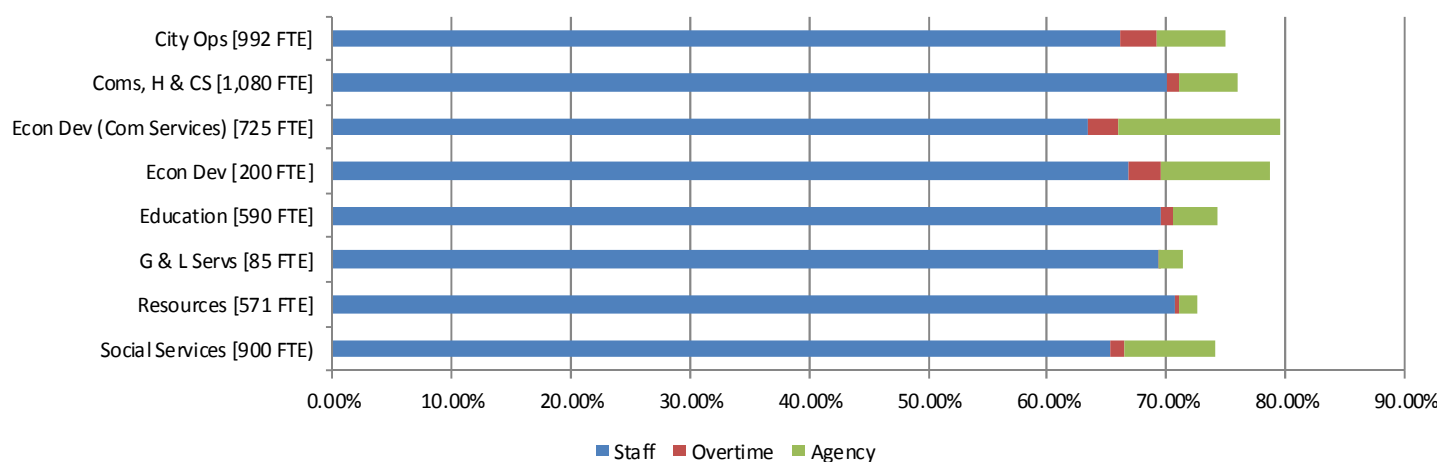
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 3

## Customer - clarifying and adding value to the customer

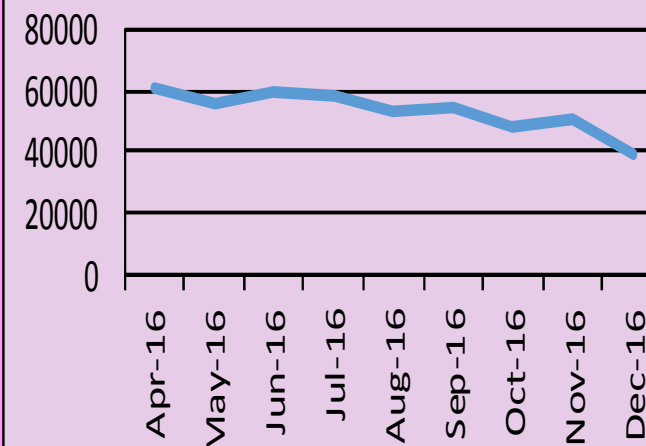
### Social Media

**Twitter**  
 68,055 followers @cardiffcouncil  
 2,178 followers @cyngorcaerdydd  
 8,269 Facebook Likes

### Customer Satisfaction Levels Q2

Visitors to Hubs : **99%**  
 Callers to C2C : English - **96%** Welsh - **97%**  
 Repair Reporting Line : **89%**

### Calls to Connect to Cardiff



### Customer Languages

Welsh calls to C2C account for **0.68%** of the total calls.

Chinese, Polish, Hungarian and Portuguese are the most popular languages in which to view the Council's website

Other than English, Arabic (5.2%) and then Portuguese (1.1%) are the most popular language requirements for clients to the City Centre Advice Hub.

Of the 93,660 accounts set up with Rent Smart 2% have been in Welsh

During the 1st half of the year there were **1,839,464** visits to Library & Hubs across the City.

This is up from 1,101,367 (40%) for the same period last year.

77.5% of Parking permit applications now made online  
 74.3% of requests for caddies / extra bags made online  
 Over 60% of visits to the website made through Mobile / Tablet Devices

### Complaints

527 complaints were received during Quarter 3. This is a 23% increase in complaints from Quarter 2, with 94% being responded to within 20 days

### Information Requests

Compliance with Freedom of Information Requests was 92.17%. Compliance with multi-function requests increased from 81% in quarter 1 to 97% in quarter 3.

# Council Overview Scorecard Quarter 3 2016-17

## Internal Processes - transforming the way that we do things

### Enabling & Commissioning Services

This portfolio will establish Council-wide measures to support effective delivery and cost reduction across all directorates.

↑ 14 Green

↓ 6 Amber/Green

→ 7 Red/Amber

→ 0 Red

### Reshaping Services

Reshaping Services will exploit enabling technologies and develop working practices to facilitate the reshaping of key services across the Council.

*Its aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost in order that they are sustainable within the tough financial climate.*

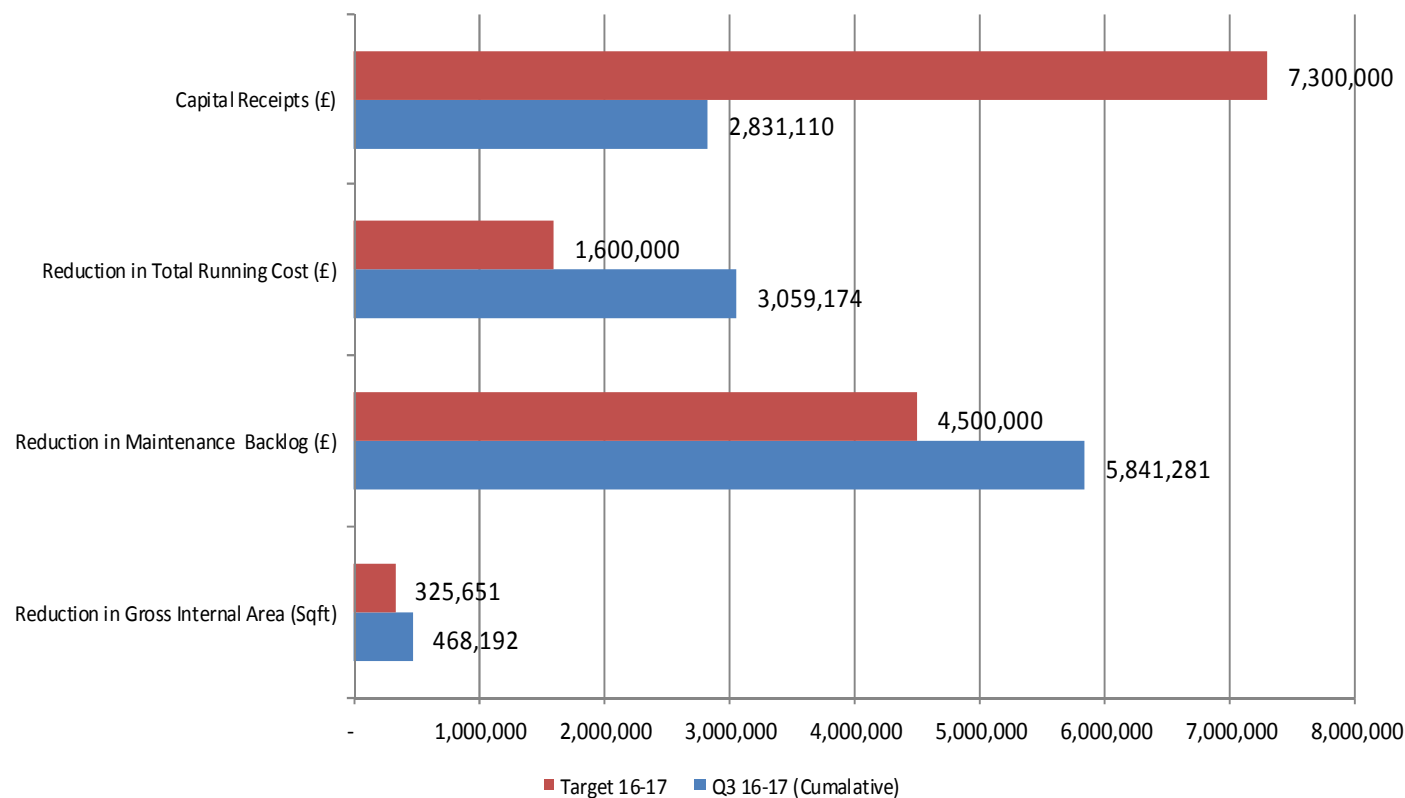
↑ 15 Green

↓ 7 Amber/Green

↑ 4 Red/Amber

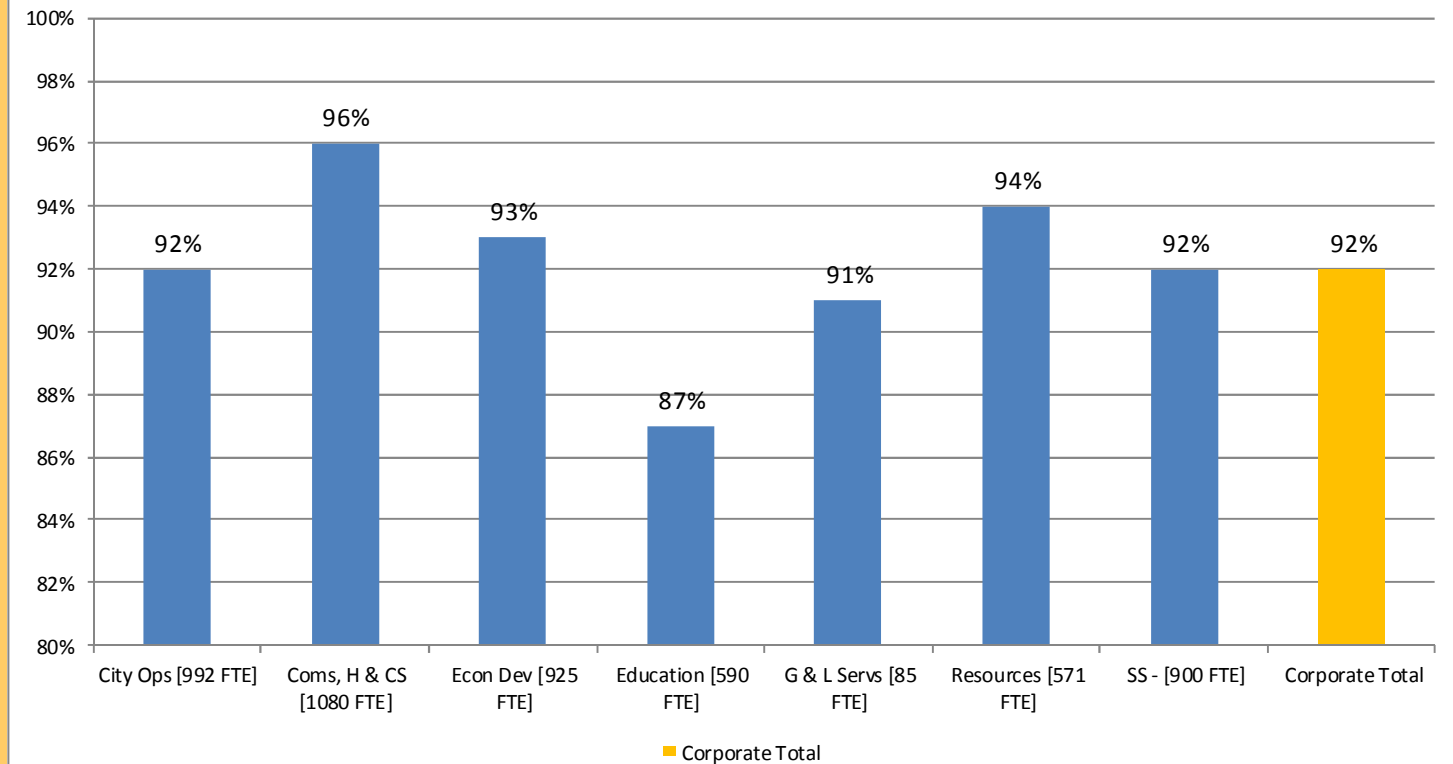
→ 0 Red

### Corporate Asset Management 2016-17

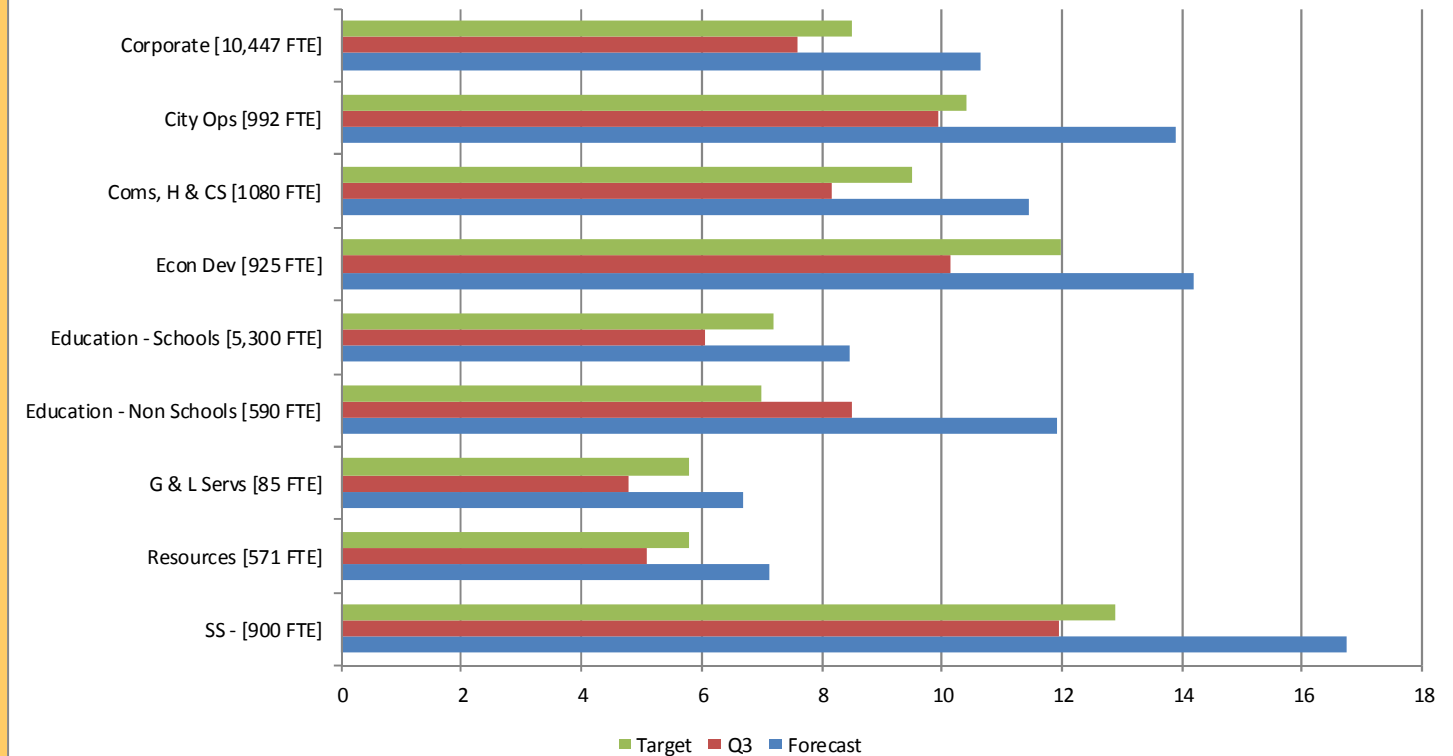


## Learning & Growth - inspired, competent, engaged & aligned workforce

### PPDR - Half Year Review Compliance



### Sickness Absence - FTE Days Lost Per Person



92% of Return to Work Interviews have been completed across the organisation

# City Operations Scorecard 2016-2017

## Our Performance

Performance Indicator (Total 17)	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Year End 2016-17	RAG
PLA/004 (a) - The percentage of major planning applications determined during the year within 13 weeks	12%	37.5%	53.8%	33.3%		25%		G
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	71.4%	80.8%	80.3%	95.1%		80%		G
THS007 - The percentage of adults aged 60+ who hold a concessionary bus pass	96.5%	92.1%	97%	98%		94%		G
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	93%	93.5%	93%	92.7%		94%		A
STS/006—The percentage of reported fly tipping incidents cleared within 5 working days	97.91%	97.91%	98.1%	98.5%		90%		G

## Delivering our Commitments (cont.)

### Priority 4. Working together to transform services

Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>New Play Delivery Model has been fully implemented in Llanedeyrn (and is close to going live in Grangetown and Ely) and has commenced throughout other neighbourhoods in Cardiff, working closely with schools and local community groups. School Holiday programme complete – activities provided within local community settings across Cardiff</li> <li>Following approval transition period for leisure, new provider / operator to deliver service with monitoring arrangements starting to be put in place following appointments</li> <li>Neighbourhood Services (NS) is progressing well and has delivered 'blitz' working for 4 months. Neighbourhood Services Enforcement is programmed to commence in January 2017 to enforce Highways Licenses for skips (now enforcing), tables &amp; chairs (March 17), A-frames (March 17) and other structures on the highway (April/May 17). Digitalisation of licensing will follow the enforcement of each element to make the service more effective and efficient – this will be 3 months after the enforcement date. Partnership agreed with Keep Wales Tidy to support the 'Love Where You Live' initiative. Pilot undertaken with the Business Improvement District for higher level cleansing in the City Centre</li> </ul> <p><b>Issues:</b> Long-term issues of performance and culture change in key areas is needed.</p> <p><b>Mitigating actions:</b> see below</p> <p><b>Next key steps:</b></p> <p>Completion of remaining building transfers relating to play. New leisure contract partnership to be fully established. Develop digital support for Neighbourhood Services' frontline teams and processing with Chipside. Work with Organisational Development and ICT on 'Report It' App. Work with the Business Improvement District on income opportunities / city centre improvements. Improve reporting on Neighbourhood Services enforcement performance to demonstrate improvements. Engagement action plan being developed with teams.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning model is in place	G	A/G	A/G	
Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016	A/G	G	G	

## Delivering our Commitments

### Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress
3.2. Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	<p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>Major public spaces transport moving forward with new Central Square/ transport interchange</li> <li>Schemes for the A469/A470 have been reprogrammed to be completed in January 2017</li> <li>The Cardiff Capital Region Transport Authority (CCRTA) has been established in shadow form to co-ordinate transport planning and investment within the region and formally met for the first time in October to outline the actions needed to support the City Deal. It is meeting on a bi-monthly basis.</li> <li>Transport Strategy was approved by Cabinet in October 2016 and the engagement questionnaire was published in December 2016, with feedback sought by February 2017. Cabinet has approved the launch of a 12-week consultation on the Integrated Network Map, which sets out the future cycle network plan</li> <li>The Cardiff Bay Programme/Action plan was prepared and informed by regular steering group meetings across the Directorate; several projects are coming forward including Volvo, Mermaid Quay and Britannia Park</li> <li>Meetings continue along with South East Wales Directors of Environment &amp; Regeneration (SEWDER) and South East Wales Strategic Planning Group (SEWSPG) in order to reach a position of consensus on how it is considered to best move forward in preparing a Regional Plan</li> <li>Major improvements to highway network programmed</li> </ul> <p><b>Issues:</b></p> <p>We are waiting to learn the form of Metro.</p> <p><b>Mitigating actions:</b></p> <p>A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.</p> <p><b>Next key steps:</b></p> <p>Continue to deliver milestones associated with key commitments to support the Improvement Objective.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro.	A/G	A/G	R/A	
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	A/G	G	G	
Deliver first phase of the Action Plan for Cardiff Bay by December 2016	G	A/G	G	
Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	A/G	A/G	G	
Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016	A/G	R/A	A/G	
Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016.	G	A/G	G	

Mae'r dudalen hon yn wag yn fwiadol

# Communities Housing & Customer Services Scorecard 2016-2017

## Our Performance

Performance Indicator (Total 56)	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Year End 2016-17	RAG
Number of Landlords in Wales registered with Rent Smart Wales	New	13,759	26,450	68,563		26,000		G
Percentage of Commercial Landlord Agents licensed with Rent Smart Wales	New	5.63%	31.75%	108.13%		30%		G
The number of visitors to Libraries and Hubs across the City	3,068,228	618,735	1.25m	1.84m		3,000,000		G
Percentage of Telecare calls resulting in an ambulance being called out	7%	6%	7%	5%		10%		G
Percentage of cases where alternative solutions were found by an Independent Living Visiting Officer that did not result in a referral through to Social Care	New	90%	88%	94%		45%		G
Percentage of new service requests to be managed within Independent Living Services as opposed to Social Care	New	43%	53%	57%		50%		G
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	New	100%	99%	100%		100%		G
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99.8%	100%	99%	99%		90%		G
Additional weekly benefit awarded to clients of the City Centre Advice Team	£9.8m	£3.5m	£6.2m	£8.7m		£10m		G
Number of customers supported and assisted with their claims for Universal Credit	New	220	398	541		400		G
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	247	215	188	213		220		G

## Delivering our Commitments

Priority 1. Better Education and Skills for All					
Improvement Objectives	Summary of progress				
1.3: Adult Learners Achieve their Potential	<p>A success rate of 94% for learner outcomes 2015-16 achieved, ACL success rates have been improving over the last few years and this fantastic result is further evidence of the significant progress that's been made. For Term 1 (2016-17) the total number of priority learners who enrolled on Adult Community Learning grant-funded programmes was 977, against an overall enrolment figure for all programmes of 2,715, compared to last year where priority learner enrolments totalled 1017 with the total enrolments at 2708. Although priority learner enrolments are slightly reduced at this stage, it is anticipated that this will increase for terms 2 and 3. For 2015-16 this priority learner group achieved a success rate of 76%, an increase from 65% in 2014-15 and higher than the partnership average of 42% for 2015-16.</p> <p>The Into Work Advice Team has been able to create some ongoing employment offers in the last quarter, with the introduction of a new employment programme called Introduction to Childcare, developed in conjunction with Flying Start. This is a five-day programme designed to provide an insight to the different roles involved to those interested in finding employment in the Childcare sector. The team also assisted Dickens of Charles Street with their recruitment needs, including providing them with work-ready jobseekers and helping with job application completion.</p> <p>The Jobs Fair that took place in September 2016 was attended by more than 2000 jobseekers and 35 employers from a variety of sectors offering more than 10,000 job vacancies on the day. At least 10 jobseekers were offered positions on the day, with a number of others likely to have gained employment from links made at the event.</p>				
	<p><b>Corporate Commitment</b></p> <p>Increase the number of courses for priority learners in Communities First areas by March 2017 ensuring an increase in enrolment, retention and attainment, which leads to an increase in the overall success rate for learners</p> <p>By March 2017, the Into Work service will:</p> <ul style="list-style-type: none"> <li>Offer taster sessions in different employment sectors</li> <li>Hold 2 major Jobs fairs in collaboration with partner agencies</li> <li>Hold guaranteed interview events in community buildings across the city</li> <li>Put together an employment offer which provides sourcing, training, shortlisting and assistance in interview process to employees for organisations.</li> </ul>				
	Q1	Q2	Q3	Q4	
	A/G	G			
	G	G			

## Delivering our Commitments (cont.)

### Priority 4: Working Together to Transform Services

Improvement Objective	Summary of progress				
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>Llandaff North Hub has been completed and is opening at 10am on Thursday 12<sup>th</sup> January. Llanedeyrn Hub @The Powerhouse has been delayed due to procurement issues. Work started on site in September, with a revised completion date of May 2017.</p> <p>The CRM project remains in Global Escalation Status (GES). SAP investigations have led to recommendations for significant code changes to be made. Code changes have been made in both test tenants and are awaiting live release. (Due on 10th January 2017). Promotion of code has been delayed as a result of regular quarterly upgrade works in November 2016.</p>				
	Q1	Q2	Q3	Q4	
Progress the agreed Community Hubs development programme by delivering new Hubs in:	G	A/G			
<ul style="list-style-type: none"> <li>Fairwater by June 2016;</li> <li>Splott by October 2016;</li> <li>Llanedeyrn by December 2016;</li> <li>Llandaff North by January 2017 and</li> <li>Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016</li> </ul>					
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018	R/A	R/A			

# Communities Housing & Customer Services Scorecard 2016-2017

## Delivering our Commitments (cont.)

### Priority 2. Supporting Vulnerable People

Improvement Objectives	Summary of progress
<p><b>2.1:</b> People at risk in Cardiff are Safeguarded</p> <p><b>2.2:</b> People in Cardiff have Access to Good Quality Housing</p> <p><b>2.3:</b> People in Cardiff are Supported to Live Independently</p>	<p>2.1: The Domestic violence support service recommissioning project has been given additional project management resource due to the complexity of the re-commissioning. Work is continuing on the draft outcome service and framework.</p> <p>2.2: The section 106 agreement has now been signed for the Braunton &amp; Clevedon site and a start date set for early March. The HPP scheme has now been re-branded as Cardiff Living and the website set up and all pages/text reviewed and agreed.</p> <p>The review of supported accommodation is underway and a needs assessment has been completed for the gender-specific gateway. A draft Rough Sleeping Strategy 2017-20 has been prepared for final discussions with the Cabinet Member for Health, Housing &amp; Wellbeing, in preparation for wider consultation and then Cabinet approval in March 2017.</p> <p>The Rent Smart Wales Memorandum of Understanding has been signed and returned by all Local Authorities. Local Authority training pack developed and delivered at North and South Wales training events. Enforcement module implemented in the Rent Smart Wales database.</p> <p>2.3: A document is being developed detailing the successes, issues, risks, solutions and next steps for Dewis, following a few issues. This will inform the vision for taking the system forward.</p> <p>A direct link between Hospital Occupational Therapy (OT) and Housing OT has been established including agreed joint visits for Delayed Transfers of Care (DTocS); this will be evolved further to address the difference between hospital and community working with potential for rotational secondments for hospital OTs, looking to improve patient flow.</p> <p>The number of DTocS for social care reasons has reduced from 98 delayed (April – November 2016), compared to 172 for the same period in 2015-16</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation which ensures more integrated provision by March 2017	G	G		
Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing	G	G		
Develop a robust 5 year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord & council house building programmes	G	G		
Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing	G	A/G		
Promote the Rent Smart Wales service to communicate the new requirements of landlords and agents and review related processes in preparation for the implementation of the enforcement provisions in November 2016	G	G		
Through working in partnership, engage with Rough Sleepers in the city to support them in finding suitable accommodation	G	G		
Review the management of accommodation used by Homelessness Services by March 2017	G	G		
Promote and increase the number of adults using the Information, Advice and Assistance Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and Assistance	G	G		
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	G	G		

# Economic Development Scorecard 2016-2017

## Our Performance

Performance Indicator (Total 26)	Result 15-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 16-17	Year End 16-17	R A G
Number of Paid Attendances at St David's Hall and New Theatre	444,756	95,612	51,436	125,530		398,000		G
Retained Income For St David's Hall and New Theatre	£2.046m	£310k	£271k	£554k		£1.3m		G
Grade A' office space committed for development in Cardiff	316,211 sq ft	156,600 sq ft	231,000 sq ft	285,070 sq ft		150,000 sq ft		G
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	4,304	214	499	586		500		G
Reduction in Gross Internal Area (GIA) of buildings in operational use	3.50%	0.90%	0.90%	4.20%		4.4%		G
City Centre Footfall	40m	10.8m	12.1m	11.8m		40m		G
Cardiff Castle Total Income	£3.4m	£925k	£1.2m	£725k		£3.1m		G

## Delivering our Commitments (cont.)

### Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress
<b>3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure</b>	<p><b>Progress:</b> A planning application for the interchange was submitted in Quarter 3. Work is ongoing with the developer to finalise a funding package.</p> <p><b>Issues:</b> Finalise funding package.</p> <p><b>Mitigating actions:</b> Progressing detailed business case for alternative funding scenario.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by Dec 17	A/G	G	G	

## Delivering our Commitments

### Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress
<b>3.1 Cardiff has more employment opportunities and higher value jobs</b>	<p><b>Progress:</b></p> <p><b>Central Square regeneration project:</b> Agreed a master plan for land north of Wood Street based on the Government Property Unit development of 300,000 sq ft plus expansion space of 150,000 sq ft. To date, 586 jobs have been created /safeguarded through Council support. A site north of Wood Street has been selected by HMRC for a major relocation and expansion which could bring up to 3,500 jobs; this will include new functions and jobs such as Big Data Analytics. Headquarters for a major international development charity will be established in Cardiff including the creation of 50 new skilled jobs Business Improvement District (BID) board and operational team established. Meetings to be set up with BID board and operational team to work in partnership.</p> <p><b>City Deal:</b> Launched the Cardiff Capital Region Growth and Competitiveness Commission, with the report published in December 2016. Governance principles for the Growth Partnership have been agreed. A progress report will be considered by Cabinet in 2017.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018	G	G	G	
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery	G	G	G	
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017	G	G	A/G	
Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017	G	G	G	
Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017	G	G	G	
Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017	G	G	G	

# Economic Development Scorecard 2016-2017

## Delivering our Commitments

### Priority 4. Working together to transform services

Improvement Objectives	Summary of progress
<b>4.1 Communities and partners are actively involved in the design, delivery and improvement of highly valued services</b>	<p><b>Progress:</b> The Commercial &amp; Collaboration Service was set up in summer 2017. Regular reports are provided by the new Commercial Team to the Commercialisation &amp; Collaboration Project Board and Cabinet Member to ensure the Infrastructure Business Case Objectives are delivered.</p> <p>In line with the Commercialisation Strategy a number of commercial opportunities are being considered with external organisations. Fortnightly meetings have been established for section leads in Cleaning, Security and Pest Control to discuss a pipeline of work and short, medium and long term opportunities. Some recent opportunities include the agreement of recycling waste services to the Principality Stadium and for the Health Board, as well as the launch of MOTs for staff at the purpose built workshop at Coleridge Road. A cost based pricing model has been developed for Central Transport Services (CTS) and will be rolled out to all Services by the end of the year. Total Facilities Management packages have been sold to a number of customers and we are in contract talks with a higher education facility and a number of schools who were previously opted out of our services. There has already been a notable success with one of the largest high schools in Cardiff, where we are now providing several services. We have also secured a large fleet contract with a local building firm.</p> <p>Implementation of Facilities Management (FM)'s property maintenance / management software (RAMIS) is on target to 'go live' at the start of the new financial year. A data cleansing exercise is currently underway.</p> <p>Regular engagement with staff and trade unions has continued throughout the period to ensure stakeholder support for service improvements and modifications in Commercial and Collaboration Services.</p> <p>Green bag recycling collection tonnages from households in Cardiff increased by 5% for the Christmas period compared to the same period in the previous year; 3,195 tonnes of green bags were collected in 2016 compared with 3,034 tonnes in 2015 and 2,564 tonnes in 2014. The new Lamby Way Household Waste Recycling Centre is being built to replace the old Lamby Way Site and will facilitate a greater volume of traffic on site and more skips to recycle a greater variety of materials. Construction is due to be completed by February 2017. A public communications and media plan is being prepared.</p> <p><b>Issues:</b></p> <p><b>Building Maintenance Frameworks</b> – Develop fit for purpose Second Generation Building Maintenance Frameworks by summer 2017 to replace the current external contracts which are due to be renewed.</p> <p><b>Recycling Waste</b> – Increase the amount of high quality recycled waste to achieve recycling waste targets.</p> <p><b>Mitigating actions:</b></p> <p><b>Building Maintenance Frameworks</b> – (1i) Undertake condition surveys of the Estates buildings to prioritise maintenance requirements to be built into Second Generation Building Maintenance Frameworks. This will support services to provide greater assurance of statutory obligation compliance and improve service performance to clients.</p> <p><b>Recycling Waste</b> – (2i) Developing Re-use Centre. (2ii) Launched new recycling collections. (2iii) Commenced commissioning of the food waste treatment facility in Tremorfa.</p> <p><b>Next key steps:</b></p> <p><b>Building Maintenance Frameworks</b> – (1i) Inspections to be completed and prioritised. (1ii) Interim Building Maintenance Frameworks to be agreed.</p> <p><b>Recycling Waste</b> – (2i) Procure auto sorter. (2ii) Progress development of Re-use Centre – Secure property and third sector partner. (2iii) Review level of cross contamination in the food waste stream.</p>

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Corporate Commitment	Q1	Q2	Q3	Q4
Ensure the new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, is operational by March 2017	G	G	G	
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017	A/G	A/G	A/G	
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016	A/G	G	G	



# Education & Lifelong Learning Scorecard 2016-2017

## Our Performance

Performance Indicators (selection from those included in the Corporate Plan and Cardiff 2020) (Total = 10)

Performance Indicator	Result 2015-16	Target 2016-17	Q1 Position	Q2 Position	Q3 Position	Target 2017-18	Q4 Position	RAG
CP = Corporate Plan Indicator 2020 = Cardiff 2020 Indicator CS = Currently secure school figures (in year) P = Provisional result for academic year F = Final Result for academic year R = Real time figures	Academic Year 2014-15	Academic Year 2015-16	Academic Year 2015-16 (June 2016)	Academic Year 2015-16 (Sept 2016)	Academic Year 2015-16 (Dec 2016)	Academic Year 2016-17	Academic Year 2016-17 (March 2017)	
Percentage of pupils achieving Level 2+ threshold (5 GCSEs at A*- C, including a GCSE grade A*-C in English or Welsh first language and Mathematics) at Key Stage 4 (CP & 2020)	59.30%	65.00%	61.40% CS	62% P	62.5% F	67.88%	CS	A
Percentage of FSM pupils achieving the Level 2+ threshold at Key Stage 4 (CP & 2020)	32.23%	45.45%	35.95% CS	35.4% P	39.3% F	50%	CS	R
Percentage of pupils achieving Level 2 threshold (5 GCSEs at A*- C) at Key Stage 4 (CP)	81.06%	87.08%	83.79% CS	84% P	84.3% F	deleted	CS	A
Percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A- G) at Key Stage 4 (CP)	92.15%	97.81%	95.10% CS	94% P	94.4% F	deleted	CS	A
Percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 3 (CP)	83.40%	85.00%	86.60% P	86.6% F	86.6% F	88%	CS	G
Percentage of pupils achieving outcome 5 in the Foundation Phase Outcome Indicator (2020)	86.73%	86.00%	88.58% P	89.9% F	88.9% F	88.63%	CS	G
Percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	87.76%	89.62%	89.53% P	89.5% F	89.5% F	93.09%	CS	A
Percentage of FSM pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	76.74%	81.14%	79.16% P	86.9% P	78.8% F	85%	CS	A
Percentage attendance at primary school (CP & 2020)	95.1%	95.4%	95.08% P	95% P	95.4% R 2016-17	95.5%	R	A
Percentage attendance at secondary school (CP & 2020)	93.86%	95%	94.18% P	94.5% F	94.3% R 2016-17	95.5%	R	A

## Delivering our Commitments

### Priority 2. Supporting vulnerable people

Improvement Objectives	Summary of progress
2.1. People at risk in Cardiff are safeguarded	A working group was convened in November to progress a Child Friendly Vision and develop the UNICEF application from Cardiff. Children and young people were also involved. The four key issues Cardiff is aiming to address through the programme are: Creating Liveable, Child Friendly Streets CRA Approach to Commissioning and Procuring Services Social Infrastructure Strategy Outcomes for Looked After Children The UNICEF Child Rights application was submitted in December.  <b>Issues/Mitigating Actions/Next Steps</b> A decision from UNICEF is expected at the end of January.

Corporate Commitment	Q1	Q2	Q3	Q4
Work towards Cardiff becoming a Child Friendly City by March 2017	R/A	A/G	A/G	

## Delivering our Commitments (cont.)

### Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress
3.3. All young people make a successful transition into employment, education or training	An improved co-ordinated approach to targeting and supporting at risk Year 11 leavers to progress into education, employment or training post 16 has been implemented. The existing lead worker model has been strengthened and extended. Cardiff now has 23 youth mentors and 6 senior youth officers across the city. 750 Year 11 leavers were contacted during the last academic year, with a home visit, phone call and letter with follow up support where applicable. This cohort consisted of pupils identified on the VAP (Vulnerability Assessment Profile) and pupils identified by Schools, Careers Wales or the LA as at risk of becoming NEET. Early Indicative figures for Year 11 leavers for the 2015-16 academic year show a positive reduction in the number of young people who are NEET. Actual results will be available in Quarter 4. Positive progress continues to be made in securing multi-agency commitment to young people's progression, via 'The Cardiff Commitment'. During the last quarter, we have shared our ambitions and identified opportunities to innovate and improve outcomes for young people, via input at Cardiff Business Week in November and a Council-led workshop with major employers in December. Within the Council, work is underway to explore options to extend a broader range of opportunities to young people to develop skills and secure routes to employment via traineeships and apprenticeships within Council services.  <b>Issues/Mitigating Actions/Next Steps</b> There are no issues at this stage.  There is a clear appetite and willingness between all partners to work together to deliver 'The Cardiff Commitment'.  During the next quarter, we will be consolidating progress to date and setting out a clear governance and delivery model to drive forward the priorities for action identified during consultation and engagement sessions with partners.  Final NEET figures for 2015-16 will be available in Quarter 4 – at which point a more detailed overview of performance will be provided.

Corporate Commitment	Q1	Q2	Q3	Q4
Improve multi agency arrangements:				
<ul style="list-style-type: none"> <li>To ensure the early identification of children and young people at risk of not progressing to ongoing education, training or employment after leaving school, and</li> <li>To ensure that identified children and young people receive early and appropriate support</li> </ul>	A/G	R/A	G	
Strengthen and extend the existing 'lead worker' model to directly support the transition of young people from school into employment, utilising European Social Fund resources to extend capacity for the next 3 years	A/G	G	G	
Improve information sharing and tracking systems between partners for young people pre and post 16 by September 2016	R/A	G	A/G	
Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016	A/G	R/A	R/A	
Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff	A/G	R/A	R/A	

# Education & Lifelong Learning Scorecard 2016-2017

## Delivering our Commitments (cont.)

### Priority 1. Better Education and Skills for all

Improvement Objectives	Summary of progress
1.1. Every Cardiff school is a good school	<p><b>School Performance – Summary of progress</b></p> <ul style="list-style-type: none"> <li>Final 2015-16 school results build on improvements in 2014-15 with the city performing above the national averages in a wide range of performance indicators from the Foundation Phase to Key Stage 4.</li> <li>The performance of eligible for Free School Meals (eFSM) pupils has improved and the gap in attainment is smaller in Cardiff across all of the key stages when compared to Wales.</li> <li>At Key Stage 4 in the Level 2+ threshold (5 GCSEs A*-C including English/Welsh and Maths), final 2015-16 results show that eFSM pupils' performance improved by 7.1ppt, reducing the gap in performance compared to non-FSM pupils to below 30ppt for the first time.</li> <li>School leadership overall across Cardiff schools is stronger, as evidenced by pupil performance, National Categorisation (Final Categorisation of schools for 2016-17 will be available at the end of January) and Estyn inspection outcomes.</li> <li>The secondary attendance figure for the 2016-17 academic year so far is 94.3%. For 2015-16, the year end result was 94.5% and Cardiff was placed 9<sup>th</sup> out of the 22 local authorities in Wales and performed above the national average. Real Time Figures are likely to improve in both sectors as the data is analysed by the Education Welfare team.</li> <li>The primary attendance figure for the academic year so far is 95.4% which is an improvement on the 2015-16 figure and above the national average for last year.</li> <li>There are currently 52 learners engaged with the Junior Apprenticeships programme and referrals for the next intake will be screened at the end of the next quarter.</li> <li>A secondary Heads of Mathematics programme has been developed by one of the curriculum hubs. This is in addition to the programmes focusing on teaching in English and mathematics from the eight curriculum hub schools for these subjects. Working in partnership with the three other consortia, a national programme of recruitment is being developed. The Central South Consortium has agreed the recruitment of 50 graduates over the next two years with Teach First for deployment to secondary schools.</li> </ul> <p><b>School Performance – Issues/Mitigating Actions/Next Steps</b></p> <ul style="list-style-type: none"> <li>There is still further improvement needed in the Level 2, Level 1 and capped points score. The areas for improvement are documented in the Annual Report on the Performance of Cardiff Schools which goes to Cabinet in January.</li> <li>Teams are aware of the need to focus on the performance of eFSM pupils in their area of work and are planning accordingly. Progress reviews have been established in the Looked After Children's Education (LACE) team to ensure close monitoring of progress. Underachieving minority ethnic groups have been identified for focused input via a virtual tracker. Pupils in need of intervention have been identified and adjustments to provision made.</li> <li>The lowest three performing secondary schools are now in 'Special Measures' following the inspection of Michaelston and Glyn Derw in October 2016. The schools in a formal Estyn monitoring category have local authority statements of action which document the intensive support that is in place by the LA and Consortium.</li> <li>The LA is working closely with schools to ensure they are clear on the referral criteria to maximise uptake and retention.</li> <li>There are ongoing recruitment difficulties in terms of quality and quantity of mathematics teachers at secondary level.</li> </ul> <p><b>School Organisation, Access and Planning – Summary of progress</b></p> <ul style="list-style-type: none"> <li>The Band A investment programme is progressing well. The construction of Eastern High is progressing well and the three new Primary Schools and Gabalfa/Glan Ceubal are designed and have been submitted for planning approval.</li> <li>The new schools being completed as part of Band A will increase primary places in English medium schools by 60 and in Welsh medium by 90.</li> <li>A statutory consultation is being undertaken to implement Co-ordinated admissions with the Faith/ Foundation Sector for 2018-19 Admissions to High Schools.</li> </ul> <p><b>School Organisation, Access and Planning – Issues/Mitigating Actions/Next Steps</b></p> <p>The priority for the next 12 months is to undertake detailed needs analysis of sufficiency and condition of the education estate in order to agree the priorities for any Band B submission of 21<sup>st</sup> Century school funding. A stakeholder reference group is being established to contribute to this work.</p> <p><b>Performance, Resources and Services – Summary of progress</b></p> <p>Improving resource management continues to be a priority for the directorate. A significant amount of work has taken place with internal service providers and by Easter 2017 an online portal for each of the Services it offers to schools should be in place, enabling schools to purchase services and training online. The Organisational Development Team has also completed a review of the School Catering Operation.</p> <p><b>Performance, Resources and Services – Issues/Mitigating Actions/Next Steps</b></p> <p>The directorate is continuing to improve the range of services provided to schools, and the efficiency and effectiveness of those it offers. Further work is planned to offer improved value for money to schools.</p> <p><b>Inclusion Services in Cardiff – Summary of progress</b></p> <p>The Additional Learning Needs (ALN) and Education Tribunal Bill was presented to the Assembly in December 2016 and the LA is preparing a response. The LAs of the Central South Consortium have made a successful bid under the ALN Innovation Grant 2016-18 to prepare for implementation in collaboration with schools, health and other partners.</p> <p><b>Inclusion Services in Cardiff – Issues/Mitigating Actions/Next Steps</b></p> <p>The ALN Innovation Grant will be used to support four collaborative projects:</p> <ul style="list-style-type: none"> <li>Working with Special Educational Needs (SEN)/ALN Co-ordinators to develop individual development planning</li> <li>Reviewing multi-agency transition processes for young people 14-25</li> <li>Developing special school outreach and specialist services to support schools</li> <li>Processes for disagreement resolution/avoiding conflict</li> </ul>

Corporate Commitment	Q1	Q2	Q3	Q4
Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31st March 2019	G	G	G	
Contribute to the development of a 'Central South Wales networked learning community', run by schools for schools by September 2017, focussed on improvements in the quality of leadership and teaching.	G	G	G	
Implement the requirements of the new curriculum for Wales - 'Successful Futures' - by September 2021 commencing with the introduction of the Digital Competence Framework in all Cardiff schools by September 2016	A/G	G	A/G	
Implement the new statutory framework for supporting children and young people with additional learning needs in accordance with the legislative framework by 2021	G	G	G	
Turn around the performance of the minority of Secondary Schools that are causing concern by July 2018	R/A	R/A	R/A	
Improve and sustain the expertise of Cardiff schools in Mathematics and English, increasing capacity in teaching and learning at all levels	R/A	R/A	R/A	
Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of FSM pupils	A/G	R/A	R/A	

# Social Services Scorecard 2016-2017

## Our Performance

Performance Indicator	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Threshold 2016-17	Year End 2016-17	RAG
Percentage of social work vacancies in all teams	22.2%	22.9%	24.8%	23.3%		18%	24%		R
Percentage of children supported to remain living within their family	New	59.0%	57.3%	56.5%		N/A	N/A		N/A
Percentage of looked after children returned home from care during the year	New	3.2%	6.2%	9.9%		N/A	N/A		N/A
The total number of adults in need of care and support using Direct Payments	New	633	679	707		750			A
Percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	76.8	30.1%	47.37%	61.70%		90%			A
Percentage of adult protection enquiries completed within 7 working days	NEW	97.1%	97.6%	98.2%		N/A			N/A
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	11.18	1.27	3.10	4.16 (Oct & Nov only)		10.79			G

## Delivering our Commitments (cont.)

### Priority 2. Supporting vulnerable people

Improvement Objectives	Summary of progress
2.1. People at risk in Cardiff are safeguarded	<p><b>Progress:</b> During the first six months of the financial year a total of 1,071 attendees across Cardiff and the Vale have received <b>Social Services &amp; Wellbeing (Wales) Act 2014 training</b> at an appropriate level. Changes in practice due to the implementation of the Act are becoming evident across teams in the region, however it is a long process and it is too soon to measure the impact of these changes. Training and follow-up support on outcome-focused practice have been offered to Adults' Services Contact &amp; Assessment team.</p> <p>Threshold meetings held weekly at the <b>Multi Agency Safeguarding Hub (MASH)</b> to quality assure referrals and decision-making. Remedial actions are identified and addressed by the relevant agency where appropriate.</p> <p>The <b>percentage of social worker vacancies in Children's Services</b> has reduced slightly during the quarter to 23.3% (from 24.8% in Quarter 2) and recruitment initiatives are ongoing. Vacancies rates have not reduced further due to internal promotions and transfers. Job creation has commenced in relation to the pool of additional social workers and it is anticipated that six social work posts will be filled in Quarter 1 2017-18. As a result of work to improve recruitment and retention, a more stable workforce across the service is emerging and, except where essential maternity cover is required, there is less reliability on agency staff. There are some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention.</p> <p>The <b>Child Sexual Exploitation (CSE) Strategy</b> has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has impacted as follows:</p> <ul style="list-style-type: none"> <li>• Drawn all key partners together with a common objective and action plan</li> <li>• Enabled an audit and analysis of service effectiveness</li> <li>• Drawn more effectively on the voices of children and their families</li> <li>• Promoted city-wide awareness-raising in the night time economy</li> </ul> <p>A Cardiff city-wide action plan in relation to <b>Dementia Friendly status</b> has been developed and agreed internally. It is currently being shared with partners as part of a consultation exercise.</p> <p><b>Issues:</b> Monitoring impact of outcome-focussed training and implementation of learning. MASH capacity to deal with volume of contacts and quality of referrals made to MASH from other professionals, e.g. Education, Health.</p> <p>Further reducing Children's Services Social Worker vacancies.</p> <p>Difficulties accessing a specialist service to respond urgently to support victims of CSE to break away from CSE and recover from their experiences.</p> <p>Existence of six individual district plans on dementia which would be more effective if merged into one overarching plan for Cardiff as a whole.</p> <p><b>Mitigating actions:</b> Ongoing support to be offered to Social Workers to implement learning from outcome-based practice training as part of the pilot.</p> <p>Regular presentations to all MASH agencies to raise awareness and monitoring for improvement in appropriateness and quality of referrals to MASH.</p> <p>Agency social workers continue to be used to cover Social Worker vacancies as appropriate.</p> <p>Growth bid submitted to establish a permanent specialist team to sustain the CSE Strategy.</p> <p>Consultation and discussions with the districts and Alzheimer's Disease Society to agree one overarching plan for the whole of Cardiff.</p> <p><b>Next key steps:</b> As classroom training has been poorly attended, new Social Workers will be introduced to the online e-learning modules on the SSWB Act.</p> <p>Implementation of outcome-focused training pilot.</p> <p>Briefing paper on notice period of Social Workers and managers to be presented to Service Area Joint Committee in Q4, aiming to reduce the amount of time between staff leaving and new starters being in post.</p> <p>Work on the remodelling of services and the implementation of the Workforce Strategy.</p> <p>Implement changes to CSE Multi Agency Strategic Meetings process to ensure the voice of children and their families is further enhanced.</p>

## Delivering our Commitments

### Priority 1. Better education and skills for all

Improvement Objectives	Summary of progress (encapsulating commitment outcomes)
1.2. Looked after children in Cardiff achieve their potential	<p><b>Progress:</b> Good progress has been made in delivering our priorities around prevention, and this has mitigated the potential rise in the looked after children population.</p> <p>Between March and December 2016, 47 families have been supported and family breakdown has been prevented for 93 children by the Safe Families for Children initiative; just one child has been accommodated. This is a new prevention service that works with Children's Services to link families in need with local volunteers who can offer them help and support through a crisis.</p> <p>Between April and December 2016, 57 children from 26 families have received services from the preventative Family Group Conferences initiative. Accommodation as a result of family breakdown has been avoided for nine of these children, with an estimated cost saving of £72k. Family Group Conferencing utilises the strengths of family / friends to make their own plan to support and safeguard the children. The number of children supported by the Looked After Children traineeship scheme is currently five (with a further two working with the tutor), and an additional seven apprentices within the Council. During the quarter, two young people attended the Corporate Parenting Advisory Committee for the first time and made a positive contribution to the meeting. Further consideration is being given to how the Committee can formally engage young people on an ongoing basis.</p> <p>Two social workers are now in post on a temporary basis to undertake Connected Persons assessments. These assessments consider whether a child can be placed with family members or not.</p> <p>The annual Bright Sparks Awards were held, where young care leavers and looked after children celebrate the achievements they have made in 2016. Young people and care leavers were recognised and praised for their accomplishments and given a certificate and medal in recognition of their achievements.</p> <p><b>Issues:</b> Timely and appropriate referrals to Safe Families for Children; Appropriate and timely use of Family Group Conferences; Temporary appointments to Connected Persons posts.</p> <p><b>Mitigating actions:</b> Close monitoring of referrals to Safe Families for Children; Family Group Conferences information-sharing and awareness-raising sessions happen as a matter of routine; Recruitment process for Connected Persons.</p> <p><b>Next key steps:</b> Permanent staff recruited to Connected Persons posts; Improved referral processes to Safe Families for Children.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	G	G	G	

Corporate Commitment	Q1	Q2	Q3	Q4
Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	G	G	G	
Improve the recruitment and retention of children's social workers ensuring the Council achieves and maintains a vacancy rate for children's social workers below 18% by March 2017	A/G	R/A	R/A	
Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	G	G	G	
Work to make Cardiff a recognised Dementia Friendly City by March 2018	G	G	G	
Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014	G	G	G	

Priority 2. Supporting vulnerable people

Improvement Objectives	Summary of progress
<p><b>2.3. People in Cardiff are supported to live independently</b></p>	<p><b>Progress:</b>                      A successful £2.54 million Intermediate Care Fund (ICF) bid is now supporting the new “Disability Futures Programme” to transform services for disabled children and learning disabled adults with complex needs. This has included the creation of two transition worker posts in the Adult Learning Disabilities team to work within the complex needs service supporting young adults from the age of 16.                      In relation to <b>integrated management and delivery of health and social care services</b> in adult social care, ongoing implementation of the Intermediate Care Fund (ICF) is continuing to support integration across the whole system. This includes supporting early intervention and prevention, accommodation solutions, First Point of Contact, integrated discharge teams, discharge to assess residential models, integrated autism service and a joint service for learning disabilities and complex needs.                      In relation to <b>Delayed Transfers of Care (DToC)</b>, the Cardiff and Vale Winter Plan 2016-17 was completed. Social Services Directorate worked with partners including Health and the Vale of Glamorgan Council to implement the recommendations from the review of winter 2015-16, contributing to the proposed actions for 2016-17. A Wales Audit Office review of DToC performance in Cardiff and the Vale of Glamorgan concluded that partnership working between Cardiff Council and Health had significantly improved, providing a positive platform for sustaining performance in relation to DToC in the current year and in the future. The total number of DToCs for December 2016 as reported by the Integrated Health &amp; Social Care Partnership Board is 61, compared to 78 for November 2016, with an overall decrease in the month of 22%. This number is 13% lower than the 70 delays in the same period last year. The total number of DToCs aged 75+ for December 2016 is 41, compared to 49 for November 2016; a decrease in a month of 16%. The number of bed days lost for December 2016 is 1,960, compared to 2,063 for November 2016, a decrease in a month of 5%. Therefore, the Partnership has achieved both internal DToC targets in December 2016. The DToC Performance Indicator was ragged green for Quarter 2 and also ragged green for a part result for Quarter 3 (December results are due in January). A recent Adults’ Services benchmarking report has identified a 29% reduction in Delayed Transfers of Care for Social Care Reasons when comparing October and November 2015-16 (35 delays) to October and November 2016-17 (25 delays).                      There were 651 service users on the <b>Direct Payment</b> scheme during Quarter 3 (707 year to date), with 45 people working towards the scheme. During Quarter 3, 20 service users started Direct Payments and 30 ceased (of which, the main reasons were deceased and care home / respite admission). A Project Group has been established to consider all Direct Payment models for the future service and procure a new model for 2017-18. During Quarter 3 61.7% of <b>carers</b> were offered an assessment (2,054 offers for 3,329 carers), compared to 62.5% for the same period last year (2,054 offers for 3,289 carers). The number of completed Carers Assessments during Quarter 3 is 154 (517 year to date) compared to 139 for the same period last year and is therefore on course to exceed target. Recruitment to the outstanding Carers Assessment Workers (CAWs) posts started in November and is ongoing.</p> <p><b>Issues:</b>                      Difficulty in recruiting to transition worker posts in Adult Learning Disabilities and impact on capacity to undertake additional development work.                      Funding for pilot transition service ceases at the end of March 2017.                      Domiciliary care and residential / nursing home capacity.                      Carer offers have reduced which has had an impact on the referrals received by the Carers Team and subsequently completion of Carers Assessments.</p> <p><b>Mitigating actions:</b>                      It is anticipated that appointments to transition worker posts will be made following recent interviews.                      Identified resource for transition pilot within ICF.                      Business Analyst identified to progress joint transitions document work.                      Health and Social Services partners to develop capacity to care for older persons in the winter period. This relates to both in-hospital capability as well as pre- and post-hospital services.                      Those carers who have not received Carers Assessments offers in the last 12 months will be contacted directly by the Carers Team.</p> <p><b>Next key steps:</b>                      Support to Child Health &amp; Disability to identify next steps in developing transition services.                      Evaluate transition pilot services within the ICF programme to inform and design future delivery.                      Address potential funding shortfall in relation to transition for 2017-18.                      Review collated transition protocols and agree way forward.                      Complete Cardiff and Vale of Glamorgan Integrated Market Position Statement and agreement of ICF funded schemes for 2017-18.                      Commence Discharge Support Team that will incorporate the discharge lounge alongside a team of staff to support the wards with the transfer of patients to their transport or to the discharge lounge, prepare the bed space for the next patient and then collect the new patient.                      The Directorate will be seeking authorisation of the new Direct Payment model and service from Cabinet on 19<sup>th</sup> January 2017.                      Recruit, induct and train CAWs in permanent posts.</p>

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Corporate Commitment	Q1	Q2	Q3	Q4
Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	G	A/G	R/A	
Explore with the UHB the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	G	G	G	
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	R/A	G	G	
Continue to increase the uptake of direct payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Well-being (Wales) Act by 2017	R/A	A/G	A/G	
Offer a Carers Assessment to all eligible adult carers who are caring for adults	G	G	A/G	

# Resources Scorecard 2016-2017

## Our Performance

Performance Indicator (Total 23*)	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Year End 2016-17	R A G
The percentage of council tax due for the financial year which was received by the Authority	97.28%	28.13%	54.52%	81.59%		97%		G
NNDR Collections – non-domestic rates received during the year, net of refunds	96.08%	31.45%	56.65%	82.05%		96.5%		A
Reliability of top 10 ICT applications	99.99%	99.98%	99.99%			99.90%		G
Internal Customer Satisfaction of ICT services	88.83%	91.42%	89.74%	89.40%		90%		A
Percentage of information requests meeting the statutory deadline (Freedom of Information)	80.14%	84.83%	90.10%	90.89%		85%		G
Percentage of information requests meeting the statutory deadline (Data Protection Act)	91.06%	92.38%	99.21%	95.21%		85%		G
Number of Social Media Followers (Facebook and Twitter)	62,127	8.75%	18.03%	26.36%		10% increase		G

Page

## Delivering our Commitments

### Priority 2. Supporting Vulnerable People

Improvement Objectives	Summary of progress
2.1 People at risk in Cardiff are safeguarded	<p><b>Progress:</b> Training continues to be offered to schools in respect of the WJEC-accredited Welsh Bacallaureate Challenging Extremism module. Five Cardiff schools (of 30 Wales-wide) have undertaken the training and are rolling out the module to pupils in either Year 10 or 11; 894 children have been enrolled for 2016-17.</p> <p><b>Issues:</b> The continued success of the module is dependent on schools taking up the training, raising awareness of the legislation for schools' managers and long-term sustainability of the programme through further schools taking up the training. It is a concern in respect of the long-term sustainability of the module that the five schools enrolled on the module are the same five that were involved in the development of it. The Counter Terrorism &amp; Security Act 2015, which includes the Prevent Duty, states that "Schools should be safe spaces in which children and young people can understand and discuss sensitive topics, including terrorism and the extremist ideas that are part of terrorist ideology, and learn how to challenge these ideas."</p> <p><b>Mitigating actions:</b> Work continues on raising awareness of the module and the legislation to Schools, along with offering training to teachers to enable schools to roll out the Challenging Extremism module.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation	G	A/G	A/G	

## Delivering our Commitments (cont)

### Priority 4. Working together to transform services

Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p><b>Implementation of the Customer Relationship Management model</b>  <b>Progress:</b> Work continues with the SAP Global Escalation Team and changes to the production system will be made in Quarter 4.  <b>Next key steps:</b> Once changes have been made to the system a review will take place to evaluate what impact these have had on the performance issues.</p>
4.2 The City of Cardiff Council has effective governance arrangements and improves performance in key areas	<p><b>Progress:</b>  <b>Performance Management</b>                      Significant work continues to be progressed across the Council to ensure the Council has effective governance arrangements and improves performance. Work has continued within the Performance &amp; Governance Programme, with Quarter 3 outputs including the development and pilot of a service-level scorecard across five significant areas of the Council; it is anticipated there will be full coverage of Council performance by May 2017. Well-being objectives have been developed in line with the Corporate Plan. Alongside this a target-setting framework has been developed to enable a robust and consistent approach to target setting.</p> <p><b>Strategy for temporary, casual and agency workforce</b>                      Due to a number of developments within the Council, the publication of the strategy for the temporary, casual and agency workforce is on hold; this is due to a focus on the move of the agency-managed service for agency workers from Comensura to Matrix, the development and uptake of the Corporate Apprenticeship Scheme and changes from Welsh Government regarding the commitment to work experience placements. However, the Council remains committed to ensuring there are opportunities for social inclusion and youth engagement. A paper has been prepared for SMT outlining the proposals to increase the number of apprenticeships and trainee placements within the Council during 2017-18 to 100; these proposals include directorate-led trainees as well as those under a corporate scheme.</p> <p><b>PPDR</b>                      Changes to the PPDR process were presented at the recent round of Employee Roadshows, highlighting the proposals to improve and simplify the process, including a reviewed rating scale which will be implemented at the start of the 2017-18 PPDR cycle.</p> <p><b>Issues:</b>                      Sickness remains significantly above target, forecasting at 10.63 FTE days lost against a target of 8.5 (the Q3 figure is 7.59 FTE days lost). Further meetings have been scheduled with the Chief Executive and Cllr Hinchey focusing on five key areas with particularly high sickness absence to highlight visibility of any underlying issues and how these might be mitigated.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018, enabling customers to access services through their preferred way and the Council to gain a single view of a customer across the organisation and a standard way of processing customers	R/A	R/A	R/A	
Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	R/A	A/G	A/G	
Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers [Council wide]	R/A	R/A	R	
Further improve completion rates, quality and consistency of Personal Performance and Development Reviews by March 2017 through continued provision of support and training for employees and managers [Council Wide]	G	G	G	
Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	G	A/G	A/G	

Mae'r dudalen hon yn wag yn fwiadol

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**14 March 2017**

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**PROCUREMENT STRATEGY 2017-2020 (DELIVERING COMMERCIAL AND  
SOCIAL VALUE)**

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**Reason for this Report**

1. To enable the Committee to provide comments and advice to the Cabinet on the Council's draft Procurement Strategy (Set out at **Appendix A** of this report), before Cabinet meets to consider approving adoption of the Strategy at its meeting on 16 March 2017.

**Background**

2. The Council's existing Commissioning and Procurement has helped the Council deliver a range of benefits, including the implementation of category management arrangements, £18 million of procurement-related savings, increased efficiency in procurement systems and recognition in a number of Welsh and UK procurement awards.
3. The Council is now developing a new Procurement Strategy to ensure that the £380 million it spends each year in procuring a diverse range of goods, services and works from over 9,000 suppliers and contractors, delivers value for money and supports delivery of the Council's wider objectives. The draft Strategy attached at **Appendix A** sets out the Council's key procurement priorities through to 2020 and the key changes that it will make to improve the management of its external spend.

## Issues

4. Informed by the *Corporate Plan*, the *What Matters* Strategy and wider legislation and policy affecting procurement, the new Strategy seeks to deliver four broad over-arching Organisational Outcomes:
  - Maximising Economic, Social, Environmental and Cultural Wellbeing
  - Achieving Value for Money and Efficiency
  - Driving Innovation
  - Maintaining Effective Governance and Risk Management.
  
5. In seeking to deliver the first of the four objectives listed above, the Strategy will look to deliver through its external spend the same kind of improvements to employment, training and apprenticeship opportunities it has recently generated through its own workforce. The recently established Community Benefits Board will seek to maximise the delivery of these benefits across the Council, including a Child's Rights Partner programme.
  
6. The Board will oversee the development of a wider Social Responsibility Policy and Charter, promoting fair work practices across our suppliers and contractors. This will be informed by Welsh Government's Code of Practice on Ethical Employment in Supply Chains (due to be launched on 9 March 2017), which will cover a range of employment issues such as Modern Slavery and human rights abuses, blacklisting, false self-employment, the unfair use of umbrella schemes and zero hours contracts, and payment of the Living Wage.
  
7. The draft Strategy sets out how it will use five key enablers – Culture, People, Technology, Process and Information – that will be critical to its delivery.
  
8. A Delivery Plan will be developed and progress reported on an annual basis, using a balanced scorecard reflecting the key organisational priorities. The Delivery Plan will include detailed actions and KPIs.



## **Previous scrutiny**

9. Members of this Committee received a draft of the Strategy for comments on 31 January 2017, and Members raised some clarification points, which officers will use to facilitate questioning at this meeting.

## **Way Forward**

10. Councillor Graham Hinchey (Cabinet Member for Performance & Resources) has been invited to attend for this item.
11. Christine Salter (Corporate Director, Resources) and Steve Robinson (Operational Manager for Commissioning and Procurement) will be in attendance, and will be available to answer Members' questions on the draft Strategy.

## **Legal Implications**

15. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken

having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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

### **RECOMMENDATION**

17. The Committee is recommended to note the draft Strategy and the information provided at the meeting, and consider whether it wishes to refer any comments or concerns to the Cabinet.

**DAVINA FIORE**

Director of Governance and Legal Services

8 March 2017

# **City of Cardiff Council**

## **Procurement Strategy 2017-2020** **Delivering Commercial and Social Value**

**Version 1.0**  
**14<sup>th</sup> February 2017**

# Foreword

With an annual spend on bought-in goods, services and works of over £380 million, it is imperative that the Council manages this spend responsibly to ensure we obtain value for money, support the Council's wider objectives and meet our legislative requirements. This Strategy builds on the successes delivered over the last 4 years including the implementation of Category Management, which has resulted in a step change in the way in which procurement is managed across the Council and delivered significant cost reductions.

The Council is continuing to face a number of challenges including continued budgetary constraints and an increasing demand for services, resulting in the ongoing need to deliver efficiency savings and to be more commercially focused. However, the Council also recognises the opportunity to maximise social, economic, environmental and cultural wellbeing through its procurement activity. To this end it is committed to the delivery of community benefits, including employment and apprenticeships, and the promotion of "Fair Working Practices" including payment of the Living Wage.

This Strategy acknowledges the key role that procurement will continue to play in enabling the Council to meet these challenges and outlines our vision and priorities for the next four years. It sets out how the Council will continue its procurement journey and build on what it has achieved to date by:

## 1. Acting Smarter

- Ensuring staff have the procurement skills, knowledge and tools to work effectively and independently.
- Continuing to innovate, utilise technology and challenge traditional delivery models to deliver improved value.
- Ensuring that the Council's social responsibility principles are promoted through our procurement processes and contracts.

## 2. Buying Responsibly

- Ensuring that we only buy what we need and that we deliver value for money on all spend.
- Ensuring that we have the appropriate levels of controls and that staff understand and comply with them.
- Maximising the economic and social value we deliver whilst minimising any environmental impact.

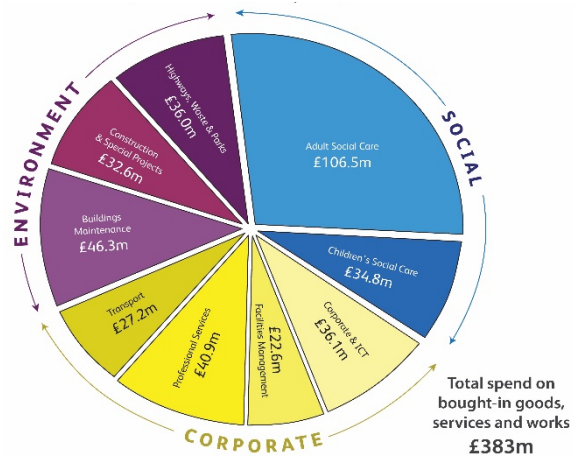
## 3. Collaborating and Engaging

- Ensuring that there is positive engagement with staff across the Council to support and encourage the delivery of innovative solutions within the agreed Council rules and wider legislation.
- Supporting effective collaboration across the public sector where it delivers value for the Council.
- Engaging with suppliers, contractors and service providers, and the users of services to drive continuous improvement, innovation and deliver greater value.

## Procurement Matters

The City of Cardiff Council is the largest unitary authority in Wales and is responsible for the delivery of a wide and diverse range of statutory and discretionary public services.

The Council delivers its services directly through its own workforce, and through private and third sector organisations. The Council spends over £380 million a year procuring a diverse range of goods, services and works from over 9,000 suppliers and contractors.



The Council has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that we can support wider Council objectives.

This Strategy sets out the Council's key procurement priorities through to 2020 and the key changes that it will make to improve the management of its external spend on goods, services and works.

## Procurement Journey So Far

The Commissioning & Procurement Strategy 2011-15 established an ambitious programme to transform procurement in the Council through the adoption of category management to deliver cashable savings and improve procurement performance across the Council. Key successes include:

- The successful implementation of category management across all of the Council's third-party spend including traditionally hard to reach areas such as social care.
- The delivery of £18million of procurement related savings through a combination of demand and supply side strategies with more than £12million directly linked to general fund budget savings.
- An increase in spend under management to more than 90% through our Buying Responsibly initiative.
- Improved efficiency of the ordering and payments process by removing around 200,000 paper invoices.
- Being classified in the KPMG Procurement Fitness Check as "Developing to Advanced" overall and "Advanced" for Procurement Leadership and Governance, Procurement Strategy and Objectives, and Performance Management.
- Winners of Procurement awards at a both UK and Welsh level.

However, despite our achievements the Council is continuing to work in a challenging financial environment and having to manage ongoing significant budget cuts. In addition, the Council and Procurement in particular are facing increasing expectations to deliver wider policy initiatives. This context and our response is set out within this strategy.

# Procurement Context

There are a number of priorities, policy aspirations and legislative requirements which need to be considered. These include:

## EU and UK Legislative Context

The Council’s procurement of goods, services and works must be grounded in the European Union Treaty Principles of free movement of goods, freedom of establishment, freedom to provide services. These principles are underpinned by values of equal treatment, non-discrimination, mutual recognition, proportionality and transparency. The EU Public Sector Procurement Directive 2014 was transposed into UK Law by the Public Contract Regulations 2015. As the UK and Welsh Governments were at the heart of the development of the EU Directive it is not currently envisaged that the Brexit vote in June 2016 will see any significant changes in the regulations during the life of this Strategy but the situation will be monitored.

In addition to the Public Contract Regulations the Council needs to ensure that its procurement policies and practices adhere to a range of additional legislative requirements including the [Equality Act 2010](#).

## Welsh Context

[Wales Procurement Policy Statement](#) is a set of 10 principles by which the Welsh Government expects public sector procurement to be delivered in Wales.

[Well-being of Future Generations \(Wales\) Act](#) is focused on improving the social, economic, environmental and cultural well-being of Wales. The guidance states, “*the role of procurement will be an important part of how a public body allocates resources under the Act.*”

## Cardiff and Regional Context

The [Cardiff Capital Region \(CCR\) City Deal](#) was signed in March 2016 and is an agreement between the UK government, the Welsh government and the ten leaders of the local CCR. It includes £1.2 billion investment in the Cardiff Capital Region’s infrastructure through a 20-year Investment Fund.

[What Matters Strategy \(2010-2020\)](#) is the integrated partnership strategy for Cardiff that focuses on the delivery of seven key strategic outcomes which will improve the economic, environmental and social wellbeing of Cardiff.



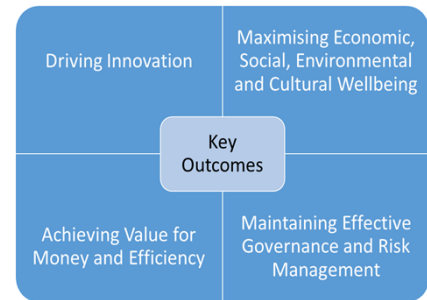
## Council Context

The Council’s [Corporate Plan](#) is the Council’s Business Plan, setting out the Council’s Co-operative Values and Priorities. It sets out the Council’s vision “*to be Europe’s most liveable Capital City*” and contribution to delivering the What Matters Strategy.

The Council is continuing to face a significant budget challenge. Despite delivering savings of £200million over the past 10 years the Council is facing a budget gap of £25m during 2017/18 and a potential shortfall of £81million over the next three years.

# Organisational Outcomes

In response, the Council has identified the following key organisation outcomes, which will be supported and / or delivered by this strategy:



## Maximising Economic, Social, Environmental and Cultural Wellbeing

We will actively work to obtain added value from Council contracts and spend. To achieve this, we will:

- Support the delivery of the Wellbeing of Future Generations Wales Act, by incorporating **Community Benefits** into all suitable contracts.
- Implement the Welsh Government’s **Code of Practice – Ethical Employment in Supply Chains**.
- Work with partners to support **local businesses and SMEs** to access public sector opportunities.
- Work to encourage suppliers, contractors and providers to pay their staff the **Living Wage**.
- Develop a **Social Responsibility Policy** and **Charter** and encourage contractors, suppliers, providers and partners to adopt the Charter.
- Develop and publish a “Fair Work Practices” Statement.

## Achieving Value for Money and Efficiency

We will ensure that we are achieving value for money in terms of both whole life cost and quality and that we operate efficiently. To achieve this, we will:

- Continue to manage and organise all of our procurement activities using **category management** to ensure effective prioritisation and co-ordination of resources across the Council.
- Continue to review procurement activity across the Council to ensure we are achieving value for money and effectively managing demand
- Make use of and support **collaborative sourcing** including the National Procurement Service where it represents value to the Council.
- Ensure our procurement activities are managed efficiently and make effective use of technology

## Driving Innovation

We will actively work with staff across the Council to drive and encourage innovation where it can reduce the cost and / or improve the effectiveness of Council services. To achieve this we will:

- Use **strategic and transformational sourcing** as appropriate to stimulate creative and innovative solutions based on a clear understanding of business requirements, related markets and good practice from the public and private sector
- Work with Directorates to **challenge** existing procurement arrangements, to identify savings and service improvement opportunities and plan forward work programmes.
- Recognise the value and importance of **supplier relationship management** and **collaboration** across the public, private and third sector to drive innovation and greater value.
- Support new ways of working to bring about step change across the Council.
- Support the consideration, evaluation and implementation of **alternative service delivery models**.
- Utilise **Atebion Solutions Ltd**, the Council’s **Local Authority Trading Company**, to deliver commercial and procurement services so that the expertise and knowledge of the team can be utilised to provide services to other organisations whilst generating an income stream for the Council.

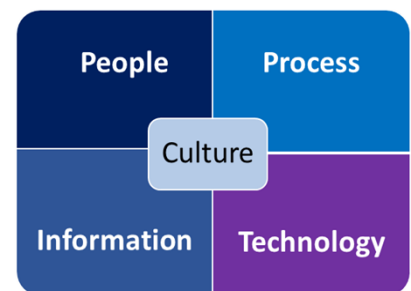
## Maintaining Effective Governance and Risk Management

We will continue to ensure that Council complies with relevant legislation and that the governance and risk management arrangements of the Council are proportionate and followed. To achieve this, we will:

- Maintain a **procurement forward plan** of procurement projects to improve how we manage and deliver these projects.
- Ensure that the **procurement policies** and **procedures** are regularly reviewed and kept up to date.
- Improve **contract management** across the Council by supporting Directorates in actively managing contracts.
- Continue to report on **procurement performance** and **compliance** to Senior Management Team at least every 6 months.
- Ensuring staff across the Council are trained in the Council's Policies and Procedures.

## Key Enablers

The Council recognises five key enablers that will be critical to the delivery of this strategy – Culture, People, Technology, Process and Information.



### Culture

We will:

- Develop a culture that is **innovative** and **challenges** traditional delivery to improve what we do and drive savings.
- Ensure that staff understand and appreciate the rules and policies of the Council
- Ensure that there is positive engagement with staff across the Council to support and encourage the delivery of innovative solutions within the agreed Council rules and wider legislation.

### People

We will:

- Continue to invest in our People to ensure that the Procurement Team has the right mix of skills, knowledge and expertise.
- Ensure staff across the Council have the procurement skills, knowledge and tools to work effectively and independently.

### Process

We will:

- Simplify and standardise our **core processes** and ensure our **controls** ensure compliance.
- Ensure that **standard templates** are in place for key procurement and contracting documentation and that these are regularly reviewed.

### Technology

We will:

- Invest in the use of **technology and e-procurement** to underpin and simplify our core processes for both staff and suppliers.
- Improve our Purchase to Pay (P2P) processes to drive efficiency savings

### Information

We will:



- Provide staff with **accurate timely spend data** to inform procurement decisions and identify savings opportunities.
- Produce an **annual procurement performance report**.
- Support Directorates to **optimise their spend** in the achievement of their strategic objectives.

## Monitoring Delivery and Performance

The delivery of this Strategy will be managed through a Delivery Plan with progress reported on an annual basis using a Balanced Scorecard based on the key organisational priorities.



The Delivery Plan will include detailed actions and KPIs. All actions will be cross-referenced to Welsh Government Procurement Policy including the Procurement Fitness Check, Wales Procurement Policy Statement, Wellbeing of Future Generations Wales Act and Code of Practice – Ethical Employment in Supply Chains.

Mae'r dudalen hon yn wag yn fwriadol

CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD

AGENDA ITEM 7

POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE

14 March 2017

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POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE: DRAFT ANNUAL  
REPORT 2016-17

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**Reason for this Report**

1. To seek Committee's approval for the draft Annual Report 2016-17 prior to its consideration by Full Council.

**Background**

2. The Cardiff Council Constitution requires all Scrutiny Committees to '*report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.*'
3. A copy of the Policy Review & Performance Scrutiny Committee's draft Annual Report for 2016 -17 is attached at **Appendix A**. This report lists all items considered from June 2016 to March 2017, and highlights those topics where the Committee has had greatest impact.

**Legal Implications**

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this

report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

5. There are no financial implications arising directly from this report.

### **RECOMMENDATION**

The Committee is recommended to consider, if necessary amend, and approve the attached Policy Review & Performance Scrutiny Committee draft Annual Report 2016-17 for presentation to Council.

**DAVINA FIORE**

Director of Governance and Legal Services

8 March 2017

scrutiny



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**Policy Review and Performance  
Scrutiny Committee**

**Annual Report 2016–2017**

**March 2017**



**City and County of Cardiff**

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**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE  
MEMBERSHIP**



Councillor Nigel Howells  
CHAIR



Councillor Susan Goddard



Councillor Gary Hunt



Councillor David Walker



Councillor Jim Murphy



Councillor Huw Thomas



Councillor Eleanor Sanders

## Chair's Foreword



**Councillor Nigel Howells**

**Chair, Policy Review and Performance Scrutiny Committee**

TBA

DRAFT



## Overview

As the City's inaugural five year administration draws to a close, this Annual Report reflects on another year of varied topics under the scrutiny spotlight. For many years Cardiff has had a well-developed scrutiny culture and function. This allows non-executive Members to bring their own independent expertise to bear on strategy and policy issues, working with the Cabinet to improve services for the citizens of Cardiff.

Governments at all levels are aiming for greater transparency, inclusivity and accountability. Scrutiny committees in Cardiff effectively assist the Council in delivering such transparency, providing a foundation block for good governance. The Committee has been responsive to the organisation's priorities in a changing legislative landscape. This Annual Report covers the work of the Committee between May 2016 and March 2017, explaining the many different types of scrutiny undertaken, analysing all topics the Committee has considered within each category over the year. Highlights of its work and the outcomes in 2016/17 can be found from page 8 onwards.

## New Developments

### Webcasting

The Council, in its Statement of Action response to the WAO Corporate Assessment Follow-on Report, committed to increasing the number of Committees that are webcast. Such a commitment includes the webcasting of Scrutiny Committees. The Committee played its part in delivering the commitment by preparing for live broadcast with a pilot webcast of proceedings in November 2016, followed by its inaugural live webcast on 15

February 2017, for consideration of the Corporate Plan 2017/19 and Draft budget proposals 2017/18.

## **Remote Attendance**

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Another first for Scrutiny, and for this Committee, was the successful remote attendance of a Committee Member at the December meeting, which took place at the Council's C2C Wilcox House customer services call centre. Technology was put in place to enable a Cardiff Councillor to participate in scrutiny challenge whilst unavoidably located in Aberystwyth on the day of Committee.

## **Terms of Reference - Responsibilities**

For clarity, the Policy Review and Performance Scrutiny Committee's Terms of Reference confer upon it two distinct scrutiny roles. Firstly, an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council. Secondly, to scrutinise, monitor and review the effectiveness of specific functions, such as Organisational Development, Finance, ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and the Public Services Board.

The Committee's terms of reference<sup>1</sup> determine that its responsibilities fall within four of the Council's seven delivery Directorates; as follows

The **Corporate Resources Directorate** falls within the Committee's remit in its entirety and comprises; *Commissioning and Procurement; Enterprise Architecture; Finance; Human Resources People Services; ICT; Organisational Development; Performance & Partnerships;*

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<sup>1</sup> Terms of Reference for this Committee can be found on page 34.

The **Economic Development Directorate** includes *Strategic Estates* including both the *operational* and *commercial investment* portfolios, *Facilities Management* and *International Policy*.

The **Communities, Housing and Customer Services Directorate** includes Community Hubs; Customer Services (including Corporate Complaints and the Member Enquiry Service); and Connect to Cardiff (C2C).

The **Governance and Legal Services Directorate** falls within the Committee's remit in its entirety and comprises Bilingual Cardiff; Committee & Members' Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.

This year, the Committee has contributed to joint scrutiny of the Alternative (commercial) Delivery Mechanisms, along with colleagues from the Environmental scrutiny committee on two occasions.

## Work Programme 2016/17 - Summary

During the municipal year May 2016 – March 2017 the Committee held 11 programmed public meetings. This culminated in 23 letters to the Cabinet and Senior Management Team, sharing the Committee's comments, concerns and recommendations, following the scrutiny. In response the Committee received 14 letters from the Cabinet.

In addition, Members of the Committee participated in two public joint scrutiny meetings alongside the Environmental Scrutiny Committee, focussing on the Council's developing commercial approach; and two Members, with a particular interest in Council Performance, offered their expertise on behalf of the Committee, both to engage with officers on the emerging performance management refresh from a Member's perspective, and to be interviewed for a Wales Audit Office fieldwork project on Performance Management and Governance.

The Committee received a warm welcome when it held its December meeting at Wilcox House, where it took the opportunity of experiencing first-hand the excellent work of the C2C call centre, in preparation for its scrutiny of Customer Services.

As referenced above, the Committee has scrutinised a wide variety of topics over the year, using varied approaches. All topics scrutinised have been listed below, under the relevant type of scrutiny, and a selection have been highlighted for their impact.

# Highlights of 2016/17

## Partnership Scrutiny

Where the Committee has performed the statutory role introduced by the Well-being of Future Generations Act (Wales) 2015 and conferred upon it by Council. In 2016/17 this included:

- Public Services Board – Progress briefing
- Public Services Board - Well-being Assessment.

## Public Services Board Scrutiny

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The Council and its partners are subject to duties under the Well-being of Future Generations (Wales) Act 2015 (WFG). The Act seeks to ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations. The aim is for public bodies to improve the economic, social and environmental well-being of Wales in accordance with detailed sustainable development principles and well-being goals prescribed by the Act.

The WFG act prescribes the establishment of a statutory Public Services Board (PSB) for each local authority area in Wales, the core members of which should include the Local Authority; the Local Health Board; the Welsh Fire and Rescue Authority; and Natural Resources Wales. It also prescribes a statutory remit for Scrutiny: to review decisions made or actions taken by the PSB; to review the Board's governance arrangements; make reports to the Board regarding its function or governance arrangements; and require PSB members to attend Committee.

The WFG Act presents a major shift in statutory possibilities for the Committee. The Council's Constitution confers the statutory responsibility

upon the Policy Review and Performance Scrutiny Committee for scrutiny of the Council's partnership work, specifically scrutiny of Cardiff's Public Services Board (PSB). Therefore the Committee will perform a strategic overview role of the PSB's performance going forward.

There are two key documents the PSB is required to prepare and publish by April 2018: a local *Well-being of Needs Assessment* prior to the development and publication of a *Well-being Plan*. The local Well-being Plan must set out the local well-being objectives and the steps the PSB proposes to take to meet them. The publication of the local Well-being Plan must tie in with the local government election cycle, no later than one year after the date of the next ordinary election. Following its publication, the PSB must produce Annual Reports of how it is addressing its statutory duties.

This year the Committee considered progress in the establishment of the Public Services Board in November 2016; and the draft Well-being of Needs Assessment as it was launched for consultation in January 2017.

Following the PSB progress briefing the Committee wrote to the Leader as Chair of the PSB indicating:

- It was keen to ensure that appropriate governance arrangements were in place for the Board and that the work of the previous Cardiff Partnership Board, particularly around needs assessment, would be preserved, and the PSB would capitalise on the achievements of the CPB and a long history of non-statutory partnership achievement;
- It considered, to date, some partners had been much more visible than others in their offer to support partnership working;
- It considered the appointment of an Independent Challenge Advisor to the Board a useful approach;
- Clarification that it is the Council who has appointed the Independent Challenge Advisor, requesting sight of the Terms of Reference for the Independent Challenge Advisor; and an opportunity to consider the

view of the Independent Challenge Advisor at an appropriate point in the future to enrich future scrutiny of the PSB.

In response the PSB reassured the Committee that the good work and strong relationships with partners which characterised the work of the Cardiff Partnership Board had been preserved; indicated the PSB is looking forward to engaging with a variety of stakeholders and experts as it develops the well-being objectives; advised that governance arrangements have been reviewed by the Executive Public Services Board, and procedures agreed to continue to monitor the former Cardiff Partnership Board work streams as the Public Services Board develops its well-being plan and objectives; and there was to be a review of locality working in the city.

The terms of reference for the PSB's Liveable City Challenge Advisor were supplied, anticipated to be a valuable source of advice and challenge to the Board. The Committee was offered an opportunity to consider her views and advice in future. Additionally all Scrutiny Chairs were invited to the 'Liveable City Forum' on 5 January 2017 to consider the draft Local Well-being Assessment and to start to identify priorities for the Board's work programme.

Following scrutiny of the Well-being of Needs Assessment in January 2017 the Committee advised the Leader that Members:

- Commended the PSB for the volume of work involved in compiling the Needs Assessment;
- Considered there was a lack of clarity about exactly what documents comprise the Well-being of Needs Assessment consultation, and, given that the solutions lie with the people of Cardiff, the document could make it clearer to citizens how they participated in the consultation;
- Considered that this Assessment would be the bedrock of future planning for Cardiff's services, and stressed the importance of the

consultation engaging with hard to reach groups and the most deprived;

- Requested more detail of how hard to reach groups would be targeted, and sight of the full list of consultation activities;
- Stated it considered deprivation and life expectancy a priority, both for the Board and the Council, and it would like to see the outcomes from the PSB reflect that.

In response the PSB provided additional information on young people not in education, employment or training, indicating a confidence that the long term downward trend would continue. The Board indicated it would consult for six weeks on the Well-being of Needs Assessment, despite there being no requirement to do so under the Well-being of Future Generations Act. The Committee was provided with detailed information on its plans for direct engagement with hard to reach groups; and advised that the 12 week consultation on the Well-being Plan would take place in autumn 2017.



## Joint Scrutiny

Where the Committee has joined together with one or more scrutiny committees to examine a topic of a cross-cutting nature to enable collective consideration of the issues. In 2016/17 this included:

### **Alternative Delivery Mechanism – Full Business Case Proposals**

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In June 2016 the Committee joined with the Environmental Scrutiny Committee to undertake pre-decision scrutiny of the 'Infrastructure Services – Full Business Case'. Following the discussion the two Committees made the following observations:

- That future emphasis should focus on performance monitoring and delivery of the successful Modified In House model. To support this Members:
  - Requested early scrutiny of the new performance measures for the new service. They felt that the new performance monitoring package should focus on key areas including the reduction in operating cost; net profit from income generated; customer baseline information and monitored performance against the established action plan;
  - Suggested that new performance measures, business plans and action plans should clearly link back to the strategic objectives set out in the project;
  - Agreed to monitor progress of the Modified In House approach on a quarterly basis to ensure that savings and improvements were delivered;
  - Recommended that the clusters and individual services within the 'Commercial & Collaboration' Programme needed to be individually reported against and not simply monitored as a part of a wider directorate context;

- Felt that business plans should have been made available alongside the Infrastructure Services Full Business Case to clearly identify a way forward for the new Modified In House approach.
- Expressed concern at the speed of implementation of the new fleet management software for Fleet Services.
- Acknowledged the importance of ICT projects such as mobile scheduling, mobile working devices and rostering software, and requested regular updates over the next 10 months to ensure that these important ICT projects remain on track to give the Modified In House approach the best chance of success.

When considering the financial model for the Infrastructure Services Full Business Case Members were concerned that the £307,000 projected for additional trading within the Wholly Owned Company was very low. A Member provided an informed explanation on the income generation opportunities available through Fleet Services due to the high gross margin associated with carrying out MOT work for the public and private companies (65% gross margin for labour; 25% gross margin for parts). They accepted that the Modified In House approach could provide an additional £1.510m over the five year period, however, based on a c£70m per annum service this seemed to be a very low figure.

### **Commercial & Collaboration Services – Progress Update**

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The two Committees received a progress update on Commercial & Collaboration Services in January 2017, following which Members congratulated Commercial & Collaborative Services on progress made in a relatively short time. Members were pleased that the service had agreed with, and followed through on, a number of key recommendations from earlier scrutiny of the Infrastructure Services Project, for example: delivering swift

improvement; implementing specialist 3<sup>rd</sup> party service delivery software; introducing new training opportunities; focusing on income generation; and improving financial control through zero based budgeting. The Committee commented on the commercial approach for Fleet Services, Total Facilities Management Recycling & Waste Services. However, more generally Members:

- Welcomed the creation of new apprenticeships within the service;
- Acknowledged that sickness rates had improved;
- Were encouraged by the commercial awareness of Commercial & Collaborative Services to adopt established third party systems to improve efficiency;
- Were pleased that agency costs had reduced by 13% since the creation of the Commercial & Collaboration Service, however, felt the overall agency costs were still high;
- Members felt that improvements had been made in the area of staff training opportunities, particularly in Recycling & Waste Services. They felt that this was a positive step that would support both staff development, morale and the Council's ability to deliver the best standards of service.

## Policy Review

Where the Committee has considered the implementation of, and impact of policies providing the Cabinet with Scrutiny Members' views about whether any changes are required. In 2016/17 this included;

- Customer Services Strategy
- Digital Strategy
- CRM/SAP – Progress update.

### Customer Services Strategy

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Members were delighted to see frontline service delivery in action at C2C. Following the scrutiny they commented on:

- Culture and Leadership, considering the investment in staff culture at C2C was clearly in evidence, and winning the 'Staff Engagement' category at the Welsh Contact Centre Awards in March 2016 well deserved;
- Urged such customer focussed leadership be shared widely across the Council, particularly as a positive staff culture was achieved with no dedicated resource to staff motivation;
- Service levels – the importance of channel choice. Committee considered it particularly important to maintain services for those less digitally focussed.
- Call volumes – the Committee considered the high level of calls for Council house repairs (over 7,000 from an 18,000 housing stock) could be a result of repeat calls, often necessary due to poor workmanship. It noted in comparison that the proportion of waste calls to service users is far less and expected to fall going forward;
- Technology – the Committee expressed its frustration that the Council is not further ahead in resolving the technological integration of SAP

with the customer facing system, CRM. The Council cannot deliver a customer portal until the digitalisation issues currently experienced by C2C operators are resolved, and the Committee intends to keep a close eye on developments;

- Social media – The Committee was concerned that the Council does not consider Twitter a formal channel for complaints; though it can be a channel for service requests. Members felt that although dealing with complaints via Twitter may be complex, due to the 140 characters being insufficient to log all complaints, and resistance amongst service areas, if we are to be customer focussed we need to acknowledge such complaints. We would therefore like a report back to Committee on progress the Council is making in managing its Social Media presence.

In response the Cabinet indicated that the Council is committed to keeping all channels of communication open so that residents can access services in the way that is easiest for them. It acknowledged that the housing repair reporting line receives a significant amount of calls, however a lot of work has been undertaken to try and reduce the amount of calls including a text message service to tenants ahead of an operator visit.

Cabinet agreed to ensure the Committee was updated when significant developments have been made addressing the delay in integrating SAP with CRM; and confirmed that the team responsible for the Council's Twitter account is working closely with the Corporate Complaints section, this was a developing area of work and the Committee would be kept informed.

## Policy Development

Where the Committee has contributed to the Council's policy development processes by considering draft policy documents, In 2016/17 this included;

- Performance Management Refresh
- Bilingual Cardiff Welsh Language Strategy 2017-22
- Review of Scrutiny
- Corporate Plan 2017-19.

### Performance Management Refresh

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In May 2016 the Committee had an opportunity to shape policy development of the Council's approach to managing performance. Members engaged with a refresh of the Council's performance management approach, to address a Wales Audit Office Proposal for Improvement issued to the Council in its Corporate Assessment.

Members considered proposals to develop the Council's current Performance Management arrangements, building on progress made in previous years, to further improve and embed an effective and consistent approach. The proposals were to develop robust, outcomes-focused Balanced Scorecards for consideration by Cabinet and the Policy Review and Performance Scrutiny Committee; reduce the scope and size of Directorate Delivery Plans; introduce service planning across the Council; establish a Performance Support Board; improve the timeliness of reporting; publish performance information on the internet; and to refresh the Council's Performance Management Strategy.

In a letter to the Cabinet Member Corporate Services and Performance Members welcomed the direction of travel presented; outcome-focused, proactive performance management using data and trend information, with a

clear golden thread through all levels, within a culture of accountability. The Committee stressed that it:

- Wished to ensure that, at the end of Quarter 1 2016/17 Scrutiny was able to establish if there were areas the Council was under performing;
- Would be pleased to participate in the co-design of a balanced scorecard;
- Welcomed representation on a members working group;
- Encouraged the Head of Performance to liaise with all scrutiny Chairs to explore the performance needs of the other Scrutiny Committees;
- Was keen to ensure that where Performance Indicators are published by multiple partners/authorities the structure of PI's the Council settles on allows a read across;
- Wished to highlight the need for the City Dashboard to assist us in our statutory role of holding the new Public Services Board to account.

## **Review of Scrutiny**

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In response to the Wales Audit Office (WAO) Corporate Follow-on report of February 2016, the Cabinet agreed a Statement of Action that included a Review of Scrutiny. The project was to put forward recommendations for the Scrutiny function, that delivers the best possible Scrutiny function for Cardiff, optimising the involvement and engagement of non-Executive Councillors, meeting all existing and expected statutory requirements, the needs of the new Administration and Council after May 2017.

The Committee was tasked by the Scrutiny Chairs' Liaison Forum with participating formally in the Review of Scrutiny project, by evaluating the pros and cons of three different scrutiny models proposed as a result of evidence gathered, undertaking a short scrutiny to consider the best way forward.

In December 2016, following consideration of three models, the Committee offered its comments and observations for inclusion in the development of the optimal model for consideration by the Constitution Committee.

The Committee was firmly of the view that there is merit in retaining the principal of 4 - 5 Scrutiny Committees. Several Members felt the existing model should be the preferred option, due to its overarching success over many years. However, all Members accept that in retaining the existing model there are grounds for tweaking the Terms of Reference of all Committees.

Whilst endorsing the status quo, Members had some specific views. All Members:

- Felt the existence of a Constitution Committee and a Democratic Services Committee was significant duplication and unnecessary overlap;
- Considered the implications of Partnership scrutiny are still an unknown;
- Considered four Committees could work (and reduce costs), where the Economy and Culture Scrutiny Committee relieves pressure on a combined Social Services committee by effectively taking responsibility for housing and skills development.

Some Members:

- Were keen to retain two Social Services Scrutiny Committees;
- Considered Housing should remain alongside Adult Services;
- Considered that the PRAP type Committee should undertake cross cutting scrutiny, whilst not duplicating the work of other committees.

The Committee felt strongly that basic Scrutiny training should be mandatory, and Members nominated for Scrutiny Committee positions should be required to complete the training prior to attendance at their first meeting. Members took on board the expectation that the 2017/18 budget would realise a £50k reduction agreed in the 2016/17 Scrutiny budget, but given the essential work that Scrutiny undertakes felt there was a need to enhance rather than reduce arrangements.



The Committee felt it was important to balance formal and informal scrutiny, by factoring Task and Finish (T&F) work into all proposed models. However, it felt that T&F meetings were not public forums and therefore an over dependency would not deliver our 'Open' Council commitment. Furthermore, Members considered an expansion of T&F work would not resolve the resource challenges currently experienced. The implication was that T&F work is more likely to be undertaken during the afternoon, to ensure witness access, which will conflict with the responsibilities of younger Councillors. Some Members felt there is an opportunity to access support for T&F from non-scrutiny back bench Members.

Importantly, the Committee was concerned about the number of seats on Scrutiny Committees. Specifically, it felt the current issue of vacant seats had not been a problem in previous administrations. The current difficulty filling seats was therefore considered a unique situation and the Committee suggested erring on the side of caution before making significant changes to the size of Committees. Members feel the position could change dramatically in May 2017, depending on the circumstances of newly elected Members.

Members were not convinced all drivers for Scrutiny change were important enough to determine a new model. The Committee did however highlight the importance of improving the embeddedness of Scrutiny in the Council, in the following ways:

- By improving back bench and front bench links in policy formulation;
- By improving the monitoring of how Scrutiny recommendations are embedding;
- By linking Scrutiny recommendations to the PPDR's of Senior Managers.

The Scrutiny Review report was reported to Constitution Committee on 2 March 2017.

## Pre-decision Scrutiny

Where the Committee has evaluated and commented on policy proposals before they go to the Executive, giving the Cabinet the opportunity to know Scrutiny Member's views prior to making their decision. In 2016/17 this included;

- Local Authority Trading Company – Commissioning and Procurement
- Employee Health & Well-being Strategy
- Corporate Asset Management Plan
- Investment Estate Strategy 2016-19
- The Corporate Plan 2017-19
- The Proposed Budget 2017-18
- Corporate Procurement Strategy.

### Corporate Asset Management Plan

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In July 2016 the Committee considered the Corporate Asset Management Plan (CAMP); the key property objectives of the Council over the forthcoming year, and the positive impact this would have both on the Council's services and its financial position.

Following the scrutiny the Committee advised the Leader it considered that, in respect of property matters generally, and the general direction of travel, the Council's plans are now far more transparent. Specifically Committee:

- Noted that the property maintenance backlog is largely schools related, and constantly under review to ensure the maintenance backlog does not grow further;
- Noted the use of County Hall would be maximised in the medium term, however longer term this approach might change;

- Was seeking reassurance that financial and operational considerations were used together in target setting;
- Requested a better understanding of the criteria used to set the targets during those discussions;
- Noted targets for reducing Gross Total running costs were not achieved during 2015/16;
- Was keen to establish that the targets set for 2015/16 were ambitious.
- Members wish to register some concern with the length of time often taken to realise Community Asset Transfer opportunities, and how realistic the Council's ambitions are;
- Welcomed the creation of a new post to support community groups in their bid to take on a Community Asset, recognising that such groups are often seeking advice and expertise to take their aspirations forward;
- Stressed that local Members possess invaluable ward knowledge that could prove beneficial in giving effect to Community Asset Transfers, and would in future like to see more weight given to Member engagement and involvement in such cases, and urge more accurate Member consultation.

In response the Cabinet reassured that annual CAMP targets align directly with those within the 2015-2020 Property Strategy. The targets are designed to provide evidence that the Council is moving towards a leaner, more efficient and modern estate, and are agreed in close collaboration with service areas. The Community Asset Transfer (CAT) project officer post to support community groups in their bid to take on a Community Asset, had been filled, providing a single point of contact for CAT management within the Council. The CAT officer would ensure that members are consulted on CATs and best use is made of their local knowledge and community expertise, and would endeavour to include local Councillors in the Neighbourhood Planning exercise.

## **Investment Estate Strategy 2016-19**

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In line with its responsibility for scrutiny of the Council's property estate, both 'operational' property (from which the Council operates and delivers services), and 'non-operational' or 'investment' property (often let for commercial return or to promote local employment, small businesses and the economic regeneration of local areas), the Committee had an opportunity for pre-decision scrutiny of the Council's Investment Estate Strategy 2016 – 2021 in November 2016.

The Committee heard that the Council has 200 property assets with a value of £67million, generating an income of £3.47million p.a. This represents a yield value of 5.16%. The proposed Investment Estate Strategy was designed to improve the performance of the estate and increase the yield on Council assets. A high level assessment of all properties in the Council's portfolio had been carried out, and properties had been RAG assessed to Red = release, Amber = remodel, or Green = retain. The Investment Strategy proposed that to improve the property portfolio the Council would consider the acquisition of new investments, taking into consideration their location, covenant strength, lease length, investment yield and lease repairing terms.

Members heard that a performance target had been set to increase the gross yield from the Council's portfolio from 5.16% to 6.16%, which represented a 20% improvement over five years. As part of this strategy, a review of all operational assets would also be carried out, to identify any opportunities to generate rental income from properties that may be underutilised, surplus to requirements or sites where there is potential to let out the whole or split the site for commercial benefit.

The Committee in its letter to the Leader acknowledged that the Strategy represented a step change in the Council's management approach of

maximising the benefits from its estate. Members were reassured that the new strategy was focussed on generating more income from the Council's non-operational property. However Members:

- Felt there should be a clearer indication of the performance targets the Investment Estate Board (IEB) would set along the way to measure progress, to enable Cabinet and Scrutiny to evaluate the success of the Strategy over the next 5 years;
- Recommended strengthening democratic oversight by appointing a Cabinet Member to the IEB;
- Recommended its successors consider an interim update of progress in July 2017, and suggested examining in depth the process and outcome of applying the Strategy to a red City Centre asset, to assess whether the process is working;
- Would like more weight given to Member engagement and involvement in property deals that are planned within their wards.

In response the Cabinet reflected this was the first time that the Council has published targets relating to the performance of the Investment Estate, which in itself represents a major step forward in terms of transparency and accountability. The Cabinet is committed to reporting progress against targets annually, reporting activity quarterly as part of the corporate performance report, and will monitor activity monthly through the Organisational Development Programme. Further it would continue to explore the opportunity to compare the performance of the investment estate to that of other cities, though Cardiff is leading the way in terms of transparently setting out its agenda.

However, Cabinet considered that appointing a Member to the IEB would dilute the commercial perspective on the estate, for the Board would only make recommendations for presentation to the Asset Management Board and Cabinet Member with responsibility for the Investment Estate.

Cabinet agreed an interim progress report in July and would be happy to consider a case study for scrutiny, specifically a city centre asset that has been identified as requiring action.

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## Monitoring Improvement

Where the Committee has undertaken monitoring of the Council's improvement progress. In 2016/17, this included:

- Organisational Development Programme – refresh
- Organisational Development Programme - progress report
- Statutory Annual Improvement Report 2015/16
- Wales Audit Office Improvement Report 2015/16
- Wales Audit Office Corporate Assessment Follow-on Report, Statement of Action progress update.

### **Organisational Development Programme – Refresh & Progress Report**

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On two occasions this year the Committee took the opportunity of monitoring the Council's overarching improvement programme, the Organisational Development Plan (ODP). The Committee's primary focus was to ensure that the success of the ODP translates into an improved citizen experience of Council services. Members acknowledged the Council has made good progress in several statutory service areas, but felt progress could perhaps be quicker and more consistent. With the ODP firmly embedded Members consider the Council is well placed to accelerate the pace of improvement, to ensure performance improvement is evident at the frontline, and that the good work to date is translated into an improved frontline citizen experience. They felt it was beholden upon the Committee to assist the Council in strengthening its self-assessment in line with WAO recommendations, by robustly seeking out information and holding to account services that may not be improving. Therefore the Committee advised the Cabinet:

- It would monitor explicit links between the ODP, Corporate Plan, What Matters Strategy, and Cardiff's Wellbeing Plan;

- It would be seeking detailed progress reports that would enable it to measure *how* projects are delivering improvement over time, to achieve an improvement in its own level of challenge and monitoring;
- It would programme specific ODP projects for more in depth progress reports, containing greater detail, in its future work programme;
- A reporting format was required that enables the Committee to effectively monitor the ODP, and to assess which services would benefit from Scrutiny drilling down further;
- That it wishes, as a key stakeholder, to be involved in the three year review process proposed for 2017.

In response the Cabinet indicated that the ODP is the primary vehicle through which the Council will deliver change to ensure it can meet the financial challenges ahead, whilst continuing to deliver outcomes for residents and service users. As such, there are clear links between the aims of the Programme and the ambition of the Council as an organisation and as a partner working across the City region. Cabinet committed to make these links clearer, both for the Policy Review and Performance Scrutiny Committee and wider audiences.

The Cabinet agreed to develop an approach to ensure there is clear visibility to the Committee of the progress that is being made in delivering each of the programmes within the ODP without developing a burdensome reporting framework. The Committee's involvement in the three-year review process as a key stakeholder was welcomed.

The Committee followed up progress six months later, its overwhelming concern being that the CRM technological difficulties the Council has faced for some time remained unresolved. In November, following scrutiny of the WAO Statement of Action, the Committee highlighted to the Leader its frustration that the Council was not further ahead in resolving the technological integration of SAP with the customer facing system, CRM. Members noted at that point that the Council could not deliver a customer portal until the digitalisation issues currently experienced by C2C operators were resolved,



and indicated the Committee's intention to keep a close eye on developments. Subsequently, in December, following scrutiny of the Customer Services strategy Members re-iterated that the Council should have a date in mind as to when the problem will be resolved, requesting an update on SAP/CRM when there was something significant to report back.

The Committee found itself, following January's scrutiny of the ODP, re-iterating those concerns of November and December, that progress has been slow in resolving the technological issues that will enable improvement in customer focussed online services. Members had heard over the past three meetings that the Council's technology partner has put in place its global escalation team to resolve matters. The Committee therefore:

- Re-iterated its request for an update on CRM to its meeting programmed for March 14 2017;
- Considered there was an opportunity to streamline the OD Programme to focus more heavily on the reshaping of services rather than core business, particularly to enhance the focus on technology;
- Would recommend to its successors that when monitoring progress in future it tests the validity of RAG ratings.

### **WAO Corporate Assessment Follow-on Report, Statement of Action progress update**

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In November 2016 the Committee received a progress update on the Council's Statement of Action in response to the WAO Corporate Assessment Follow-on Report. Members commended the Cabinet on the generally strong progress the Council had made in delivering the Corporate Follow-on Statement of Action However it had specific concerns as follows:

- As CRM is considered the key customer facing system, the Committee would keep a close eye on developments. It had some concerns that

there was no deadline in place or definite date as to when the problem would be resolved;

- Members were still unclear as to whether the Council can expect a further WAO inspection. As Council would undertake a self-assessment within this financial year of how well performance is embedding, Committee would factor this into its work programming.

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## Monitoring Performance & Delivery

Where the Committee has undertaken monitoring of the Council's performance. In 2016/17 this included:

- Corporate Performance Quarter 4 2015/16
- Corporate Performance Quarters 1, 2 & 3 2016/17
- Budget Outturn 2015/16
- Corporate Risk Register
- National Performance Indicator Results 2015/16.

### Quarterly Corporate Performance

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Monitoring Corporate Performance, and the emerging new approaches to performance management, has been a significant part of the Committee's work programme in 2016/17.

At **Quarter 4 2015/16** the Committee:

- Was concerned at gaps in the Performance Indicator (PI) data provided for their consideration;
- Considered the downward trend in sickness absence was very encouraging and commended the Cabinet for its achievements, particularly in Directorates such as City Operations, Members felt it would be useful to identify to what extent this improvement was a result of management action, and were concerned that the employee counselling service was oversubscribed;
- Was concerned that at the end of the 2015/16 monitoring year, there were performance indicators still RAG rated amber, and looked forward to a more consistent approach to RAG rating across the organisation as the new performance monitoring arrangements come to fruition;

- Highlighted that the compliance level of PPDR completion meant 1,000 staff were still not receiving a PPDR, and this needed to be addressed;
- Acknowledged the complexity of the Council's quarterly performance report, in attempting to simultaneously present the high level overarching corporate performance picture alongside the performance of individual services;
- Flagged up that ward Councillors would find geographic performance analysis useful.

In response Cabinet recognised that there was more work to do to meet the challenging stretch targets set by the organisation. They recognised the value of analysing the causes of improved sickness absence rates; and indicated a consistent approach to RAG ratings was being developed as part of the refresh of the Council's Performance Management Strategy. Cabinet also agreed work would continue to improve performance in the PPDR process; recognised the usefulness of geographically-based performance analysis for ward Councillors; and indicated the Corporate Performance Team would work with service-based Performance Leads to explore the possibility of analysing and presenting relevant performance information on this basis.

At **Quarter 1 2016/17** the Committee's overarching comment to Cabinet was that the Quarter 1 refreshed quarterly report remained complex and heavy going, and looked forward to the Q2 report addressing the need for greater simplification. The corporate overview pages of the report had been summarised into a two page Balanced Scorecard presentation. Members felt this was commendable, however there was need for an 'in-between' report, more detailed than the Balanced Scorecard summary but less weighty than the current full report. The Committee therefore suggested a one page summary for each Directorate would usefully sit behind the Balanced Scorecard.

The Committee added it felt:

- Robust work was required throughout the organisation on target setting, comparing quarterly results, and not just annual results.
- There was a need for consistency in finance and performance reporting in respect of target setting;
- The report needed to enable Members to perform their ward Councillor role, and enable them to hold the Cabinet to account. Members suggested that an option of online 'drilling down' would be useful both for Members and for the public;
- Re-iterated that other scrutiny committees' needs in executing their role of monitoring frontline services should be taken into account;
- The quarter 1 sickness figures were concerning, particularly that the Council was unable to influence schools in tackling sickness absence.
- The Council should remind governing bodies that they offer a service whereby governors can gain access to sickness information should they require it;
- Progress had been made in the level of PPDRs, but it remained concerned as to how the organisation would tackle the remaining 10% of staff still not receiving PPDRs.

In response the Cabinet indicated that the Performance Reporting Project team had been tasked with developing a reporting format specifically for the Committee, consistent with the Council's overall reporting framework. They accepted that an option of 'drilling down' into performance would be useful for Members, and for the public, and that work was underway to develop ways in which the Council reports its performance to other audiences, focussing on accessible reporting formats such as infographics. The ambition of this work would be to create an online portal which had a 'top layer' of easily accessible narrative, and infographic-driven performance information, underpinned by a second layer of more detailed performance information.

At **Quarter 2 2016/17** the Committee acknowledged that the Council was still in the process of refreshing its performance management reporting arrangements. Members were generally very happy with the extension of the balanced scorecard approach to each Directorate. However Members remained unclear which Performance Indicators were proving challenging and which were improving performance. The Committee therefore:

- Requested that, as part of the quarterly performance report, a corporate summary of highs and lows during the quarter, highlighting clearly where current performance concerns are for the Council;
- Expressed concern about the Quarter 2 sickness absence projections given that in every Directorate projections outstrip targets;
- Accepted the offer of greater detail in respect of the Education-non-school service sickness absence rates;
- Considered the title 'Council Overview Scorecard' is misleading. Members noted that the KPI's used in the performance report measured performance against the Council's Improvement Objectives alone, and not improvement in Council services in general. Therefore whilst the Scorecard provides a strategic overview it is not an all-encompassing view and this should be made clearer;
- Re-iterated it felt the public should have access to a level of performance data that facilitates an assessment of Council performance;
- Re-iterated that some Scrutiny committees focus on day to day performance and are keen to have a bespoke report that enables very focussed monitoring of frontline services.

In a very committed response the Cabinet indicated that the Corporate Performance Team would be developing a summary of the 'Corporate Highs and Lows' and invited Members of the Committee to engage with the Performance team in developing the summary;. They indicated Education would provide the Corporate Performance Team with a detailed account of non-schools sickness absence for consideration with the Quarter 3

performance report; and in conjunction with the Communications team, the Corporate Performance Team would be developing a public facing performance report, summarising the Council's Annual Improvement report, National Strategic Indicators and Performance Assessment Measurements for 2015/16. The Cabinet also committed to developing reports better suited to the specific requirements of individual scrutiny committees, in line with the ongoing review of scrutiny.

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## Future Work Programming Opportunities 2017/18

This scrutiny year has been shorter pending local government elections in May 2017. The Committee has found its time stretched to cover increasing statutory responsibilities for partnership scrutiny and the services that fall within four directorates. There are a number of items the Committee will carry forward, and commend to the Committee of 2017/18 for consideration in its work planning. These include:

- Employee Health & Well-being Strategy 2016-17 – Monitoring the effectiveness of managers at identifying stress, particularly mental health issues in their staff.
- Organisational Development Programme:
  - Programming specific ODP projects for more in depth progress reports, containing greater detail;
  - As a key stakeholder, participating in the three year ODP review process proposed for 2017 and considering the comprehensive independent review of the when it becomes available.
- Business Continuity plans – The Committee wishes to consider full Business Continuity plans and red/amber risks.
- Bi-Lingual Welsh Language Strategy:
  - conduct more focussed case study type inquiry work, with a view to examining the challenge to a private sector employer of offering a bilingual service, and at how the Council is supporting bilingualism in an English speaking school;
  - Monitor progress in delivering the Welsh Language Standards on an annual basis.
- Investment Estate Strategy 2016:



- an interim update of progress in July 2017;
- Examining in depth the process and outcome of applying the Strategy to a red City Centre asset, to assess whether the process is working.
  
- WAO Statement of Action – continue to request a progress update on CRM/SAP.
  
- Customer Services Strategy – request a report back to Committee on progress the Council is making in managing its Social Media presence.

## **Overview of Scrutiny 2012-2017**

During the last five years, this Committee has held 56 full Committee meetings, including five joint meetings with the Environmental Scrutiny Committee. As a result of the consideration of over 155 reports, covering policy development, pre-decision scrutiny, monitoring progress and service area performance, the Scrutiny Committee Chairperson sent over 120 letters to the Cabinet and officers, which included requests for additional information, comments, and observations.

## Committee Terms of Reference

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
  - To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
  - To assess the impact of partnerships with, and resources and services provided by, external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-government bodies on the effectiveness of Council service delivery.
  - To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance in this area.
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