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AGENDA

Pwyllgor PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD

Dyddiad ac amser y cyfarfod DYDD MAWRTH, 18 GORFFENNAF 2017, 4.30 PM

Lleoliad YSTAFELL BWYLLGORA 4 - NEUADD Y SIR

Aelodaeth Cynghorydd Walker (Cadeirydd)
Y Cynghorwyr Berman, Bowen-Thomson, Boyle, Cunnah, Jacobsen, Mackie, McKerlich a/ac Murphy

Tua
Amser.

1 Penodi Cadeirydd 4.30 pm

Penodwyd yr Aelodau Canlynol i'r Pwyllgor hwn yng nghyfarfod blynyddol y Cyngor ar 25 Mai 2017:

Y Cynghorydd Walker (Cadeirydd):
Y Cynghorwyr Berman, Bowen-Thompson, Boyle, Cunnah, Jacobson, Mackie, McKerlich a Murphy.

2 Cylch Gorchwyl

Craffu, monitro ac adolygu gweithrediad cyffredinol Rhaglen Gwella Caerdydd ac effeithiolrwydd gweithredu polisïau, nodau ac amcanion y Cyngor yn gyffredinol, gan gynnwys:

- Materion Cyfansoddiadol a Rheoli Busnes y Cyngor
- Cynllun Corfforaethol Cyngor Caerdydd
- Datblygu Polisïau Strategol
- Rhaglenni Strategol
- Cynllunio Cymunedau a Fforwm Gweledigaeth
- Cysylltiadau'r Sector Gwirfoddol
- Cynnwys ac Ymgysylltu â Dinasyddion
- Cyfathrebu Corfforaethol
- Gwasanaethau Canolfan Gyswllt a Mynediad at Wasanaethau
- Polisi Rhyngwladol
- Cynllun Datblygu Lleol Caerdydd

- Cydraddoldeb
- Grantiau Corfforaethol a Chyllidol
- Datblygu Sefydliadol
- Rhaglen Effeithiolrwydd Caerdydd
- E-Lywodraeth
- Technoleg Gwybodaeth a Chyfathrebu
- Eiddo'r Cyngor
- Comisiynu a Chaffael
- Rheoli Carbon
- Gwasanaethau Cyfreithiol
- Bwrdd Gwasanaethau Cyhoeddus.

Craffu, monitro ac adolygu effeithiolrwydd systemau rheoli a gweinyddu arian y Cyngor a'r defnydd o adnoddau dynol.

Asesu effaith partneriaethau gydag adnoddau a gwasanaethau a gynigir gan sefydliadau allanol, yn cynnwys Llywodraeth Cymru, gwasanaethau llywodraeth leol ar y cyd, Cyrff Cyhoeddus a Noddir gan Lywodraeth Cymru a chyrrff lled-adrannol anllywodraethol ar effeithiolrwydd gwasanaethau'r Cyngor.

Adrodd y canfyddiadau yn y cyfarfod Cabinet neu Gyngor perthnasol a rhoi argymhellion ynghylch mesurau a all wella perfformiad y Cyngor a'i wasanaethau yn y maes.

3 **Aelodaeth**

Y Cynghorydd Walker (Cadeirydd)

Y Cyngorwyr: Berman, Bowen-Thompson, Boyle, Cunnah, Jacobson, Mackie, McKerlich a Murphy.

4 **Ymddiheuriadau am absenoldeb**

Derbyn ymddiheuriadau am absenoldebau.

5 **Datgan Buddiannau**

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

6 **Cofnodion** (*Tudalennau 1 - 10*)

Cymeradwyo cofnodion y cyfarfodydd a gynhaliwyd ar 15 Chwefror ac 14 Mawrth 2017 yn gofnod cywir. Mawrth 14, 2017 i ddilyn.

7 **Uchelgais Prifddinas – Blaenoriaethau polisi'r Weinyddiaeth** (*Tudalennau 11 - 46*)

4.35 pm

- Bydd y Cynghorydd Huw Thomas, Arweinydd y Cyngor, yn bresennol ac yn gwneud datganiad o bosibl;

- Bydd Paul Orders, y Prif Weithredwr, yn bresennol ar gyfer yr eitem hon;

Cwestiynau gan Aelodau'r Pwyllgor

- 8 Craffu mewn Partneriaeth - Bwrdd Gwasanaethau Cyhoeddus, Cyfrifoldebau Statudol y Pwyllgor. Draft Well-Being Objectives** 5.10 pm
(*Tudalennau 47 - 64*)

- Bydd y Cynghorydd Huw Thomas, Arweinydd y Cyngor a Chadeirydd Bwrdd Gwasanaethau Cyhoeddus Caerdydd yn bresennol ac yn gwneud datganiad o bosibl;
- Bydd Paul Orders, y Prif Weithredwr a Chadeirydd Bwrdd Gweithredol Gwasanaethau Cyhoeddus Caerdydd a Gareth Newell, Rheolwr Gweithredol Partneriaethau ac Ymgysylltu Cymunedol, yn bresennol i roi cyflwyniad ac ateb cwestiynau'r Aelodau;

Cwestiynau gan Aelodau'r Pwyllgor

- 9 Trefnu Rhaglen Waith – Heriau Cyfarwyddiaethau ar gyfer 2017/18** 5.45 pm
(*Tudalennau 65 - 82*)

Cyfarwyddiaeth Adnoddau

- Bydd Christine Salter, Cyfarwyddwr Corfforaethol Adnoddau, yn bresennol ar gyfer yr eitem hon i roi cyflwyniad yn nodi'r heriau a'r datblygiadau cyflawni gwasanaeth.
- Cwestiynau gan Aelodau'r Pwyllgor

Cyfarwyddiaeth Datblygu Economaidd 6.15 pm

- Bydd Tara King, Cyfarwyddwr Gwasanaethau Masnachol Cynorthwyol a Helen Jones, Ystadau Strategol Rheolwr, yn bresennol i amlinellu'r heriau a'r datblygiadau o ran cyflawni gwasanaeth;
- Cwestiynau gan Aelodau'r Pwyllgor

Cyfarwyddiaeth Llywodraethu a Gwasanaethau Cyfreithiol 6.35 pm

- Bydd Davina Fiore, Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol yn bresennol i amlinellu'r heriau a'r datblygiadau o ran cyflawni gwasanaeth
- Cwestiynau gan Aelodau'r Pwyllgor

- Bydd Sarah McGill, Cyfarwyddwr Tai a Gwasanaethau Cwsmeriaid ac Isabelle Bignall, Cyfarwyddwr Cynorthwyol Gwasanaethau Cwsmeriaid a Chymunedau'n bresennol i amlinellu'r heriau a'r datblygiadau o ran cyflawni gwasanaeth
- Cwestiynau gan Aelodau'r Pwyllgor

10 Trefnu Rhaglen Waith - Y Ffordd Ymlaen

11 Unrhyw Fusnes Arall

12 Dyddiad y cyfarfod nesaf – 20 Medi 2017

Davina Fiore

Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol

Dyddiad: Dydd Mercher, 12 Gorffennaf 2017

Cyswllt: Kate Rees, 029 2087 2427, kate.rees@caerdydd.gov.uk

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

15 FEBRUARY 2017

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

56 : APOLOGIES FOR ABSENCE

Councillor Hunt had previously advised that he would be late attending the meeting.

57 : DECLARATIONS OF INTEREST

No declarations of interest were received.

58 : CORPORATE PLAN 2017-19

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

The Chairperson advised that the correspondence following the other four scrutiny committees had been provided to Members in hard copy at the meeting.

The Chairperson invited the Leader to make a statement in which he said that Members would be aware of the role of the Corporate Plan, the Wales Audit Office had seen it evolve and lots of work had been done to ensure that the content is robust. The Leader advised that Cardiff was the third most improved authority in Wales, with a range of initiatives being implemented such as the Living Wage City, and other initiatives that are indicative of the change programme and reflects the changing nature of Cardiff's estate.

Members were provided with a presentation on the Corporate Plan and the Chairperson invited questions and comments from Members;

- Members sought clarification on the Corporate Plan's reference to NEET's as it was a recommendation from the Children and Young People Scrutiny Committee. Officers advised that at page 38 of the Corporate Plan there was an explicit section on this as it was a new objective to recognise the importance of NEET's; this objective had been included in the Economic section of the Plan to link into work for sustainable long-term outcomes. There was a new emphasis on this link into work rather than using the term NEET as this had been seen as a negative term. The Chief Executive added that there was a positive commitment by the Council to increase the number of apprenticeship and traineeships. The Leader stated that there had been a decrease in this figure during the current administration and there was a downward trajectory; he stated that it was important to link education and work to the economic strategy and give people the opportunity to attend courses when they leave school.

- Members welcomed the new approach taken with the Corporate Plan and asked which areas had been strengthened to meet the requirements of the Wellbeing and Future Generation Act. Officers advised that the Act was reflected in the whole plan especially with regards to growth so that all people can benefit. It was added that the Liveable City report and Wellbeing Assessment has driven such changes. Members were advised that the Liveable City report made explicit some challenges for the City, and these have been captured, documented and responded to throughout the Corporate Plan. The Leader added that page 36 of the Corporate Plan illustrated the Council's commitment to Future Generations, for instance the resilience strategy, flood risk, security and the Transport Fleet with zero emissions technology.
- Members made reference to the Wellbeing objective 3.1 and the target of 500 new jobs that is set out at page 35 of the Corporate Plan; and asked where the context was that shows why the target was identified as 500, especially as the previous years' target was higher. Officers explained that the context was in the Directorate Delivery Plan where there was detail on how they arrived at that figure. Officers did note however that this was a gap as the public wouldn't see this context. The Chief Executive added that this was a particularly difficult area to target as it involved projects, many of which were constrained by timeframe.
- Members asked in terms of setting targets, whether there was a uniform approach; officers stated that it had become more uniform but there was still work to do on this.
- Members referred to the projected increase in population in the City of 26% by 2020, and that a business plan for any other business would focus on how to build capacity to meet the increase, but the Corporate Plan does not. Members asked if Welsh Government settlements would reflect the 26% increase in future years, noting that £8 million would be lost in the next three years. Members asked what planning was underway to address the increase in population. The Chief Executive stated that the population growth figures were official figures; The Medium Term Financial Plan budget settlements have shown a population increment increase year on year. He added that it was a relationship between finances and population figures and that it is not perfect; it was about looking at levels of savings that have had to be made and there is a mismatch between the demand and the financial settlements received. He added that the Corporate Plan was constrained by timeframes; the wellbeing plan had a longer term view of public services in the City and how it copes with the increase in population.

The Leader added that the Public Services Board also looks at this matter; the City Deal would bring a new framework for contracts, working on Economic Strategy for regeneration and collaboration across the region; work was underway with the WLGA looking at potential new funding models for Local Authorities, also looking at infrastructure levies. Members considered that if the population increase does transpire then there would be a need for significantly more schools, housing etc., therefore robust work was needed to

see if the projection was valid, and if it is how the Council will cope with the increase in demand.

- Members were pleased to see a breakdown of indicators, and were pleased by the response to the commentary from the Policy Review and Performance Committee on 'how we did' in January. Members were surprised however, how many indicators had changed. With regard to the golden thread through plans, Members considered that two of the main issues were Housing and Waste Collection and they could not see how the Council was going to tackle these issues, as they could not see the commitment in the Corporate Plan that directly tackled these specific issues. Officers stated that with regard to the golden thread, the Corporate Plan focusses on high level/strategic issues that are finite. Operational issues are dealt with in the Directorate Delivery Plans and these are not public documents, but they could be made more widely available to the Council family such as Staff and Members. Officers agreed that there was work to be done on ensuring that the golden thread between plans was more visible to the public.

Members wondered if there was scope to increase scrutiny of the Directorate Delivery plans, especially if priorities are not focussed where the public are saying they have concerns. The Chief Executive stated that they have tried to move away from Corporate Plans that include all Council activity, prioritising high level strategic issues and business as usual in the Directorate Delivery Plans.

- Members considered that the Council was best placed to determine what should be reported on and hoped that there was scope to discuss with Welsh Government departments on this. The Leader stated that if Members had suggestions for indicators then there was time to include these in the appendices; The Liveable City report provides a snapshot of issues that matter to the public and the report is a more accessible format to the public.
- Members noted that there was £81 million of savings needed in the next three years and asked what plans there were for transforming services. The Chief Executive stated that they have been working on the Organisational Development Programme for three years; there would be a review of what has been achieved to provide a platform to look at the next three years. Organisational Development is about a whole range of change initiatives including increasing commercial income, which has been partly taken forward as business as usual; areas of Social Services, Housing, Hub Development have been about changing services and increasing savings.

59 : DRAFT BUDGET PROPOSALS 2017-18

The Chairperson reminded Members that the Committee is unique in its twofold role in scrutinising the budget proposals.

- Firstly, it can consider the proposals from a corporate point of view in terms of how they align to the Council's priorities. The Committee should also test the processes, consultation and assessments to which the proposals have been subject.

- Secondly, the Committee can consider specific services' budget proposals within its terms of reference, how they align to the Corporate Plan and their impact on service delivery.

This item would therefore be split into two parts:

- An overview of the 2017/18 budget proposals from Cllr Hinchey and Christine Salter; followed by
- Scrutiny of the Directorates which fall under PRAP's remit, with the appropriate Cabinet Members and Directors in attendance.

Draft Budget Proposals 2017-18 – Overview

The Chairperson welcomed Councillor Phil Bale, Leader of the City of Cardiff Council, Councillor Graham Hinchey Cabinet Member for Corporate Services and Performance, Christine Salter Corporate Director Resources, Ian Allwood Head of Finance; and Gareth Newell Partnership and Community Engagement Manager to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which he said that a different approach to managing the budget had been taken this year; a whole year approach to working on the budget had made a fundamental difference, using the summer months to challenge Directors on the proposals they had put forward. There had been no protests and the risk ratings were in a much better position; 93% of proposals had detailed plans behind them. The summer months had also been used to carry out the Ask Cardiff Survey; there were 4,000 responses, in addition, the five week budget consultation had received 2,500 responses.

He added that £25 million savings was not easy to find and he thanked Councillors and Financial leaders for the work they had done on the proposals.

The Chairperson informed Members that the Trade Unions had been invited to attend today's meeting but they were not present and had not submitted any statements for consideration.

Members were provided with a presentation from the Corporate Director Resources and the Chairperson invited questions and comments;

- Members asked whether the reserve figure was set in stone. Officers advised that the reserve is low when compared across Wales, but some were needed for financial resilience and risk. Members were advised that last year £2 million had been used to support the budget. Officers undertake a complete analysis of reserves to see what is no longer needed, not fit for purpose etc., it was from this exercise that the £1.5 million reserve was gleaned. The biggest component was the insurance reserve as a result of actuarial review of insurance provision, and others were minor portions taken to balance the budget.
- Members noted that the increase in Council tax of 3.7% provided more than the £4.5 million needed and asked for clarification on this. Officers explained it related to the Council Tax Reduction Scheme whereby any increase has to include a percentage to top up the Council Tax Reduction elements. The net amount needed to balance the budget was £4.5 million.

- Members made reference to the savings needed over the next two and three years and asked if they were on top of the Directorate Savings. Officers advised that savings referred to were previous years savings that were coming into their third year, they are a part of the Directorate Savings, not in addition to. Officers noted that with regards to write-offs, they had assessed the positions on savings achievement in the current year, looked at unachievable savings, and the budget includes £1 million savings write offs.
- Members asked for clarification on the Risk Assessment of Directorate Savings. Officers advised that this had been discussed at length with Directorates; Social Services now have plans to achieve savings and milestones; there was still a risk around some savings being difficult to achieve, such as out of County placements where costs can easily escalate, or timescales had been extended. There was a contingency for non-achievability of savings which was set at £3 million.
- Members referred to historical overspends in social service and asked how achievable the savings were; the Cabinet Member stated that the pressures in social services were known, there was an ageing population; 68 new posts had been created to support this. Officers added that the 9.2 million was growth after 5 million savings; the budget had been reset at a proper baseline after being realigned by 5 million.
- With reference to schools Members were advised that plans were in place for struggling schools through Challenge Cymru, whereby £2 million allocation was the view of the Director for 6 schools in special measures, all of which have improved; 3 of the schools have significant defects and have recovery plans in place.
- Members noted the maintenance issues in schools and asked if additional monies had been allocated for these. Officers advised that it had been considered, Cabinet had taken into account the pattern of expenditure in schools in the Capital Expenditure programme; some was brought forward to enable works to take place. There was still a significant backlog which the budget wouldn't address, it was long term work which would hopefully be assisted by Welsh Government funding.
- Members asked for an update on Communities First and were advised that some reasons had been indicated to fund the scheme going forward, in the Financial Resilience Model there was a transitional amount of £300k which included some for Communities First.
- Members referred to the Consultation and noted that the response rate was less than 1% of the population, was skewed to the West and North of the City and that BME were under represented in the responses. Officers stated that there was a two stage aspect to the consultation, the summer was used to consult specifically with BME's and the City and South areas, the numbers were good compared to other core cities and this work was supplemented by survey work with focus groups.

- Members referred to the questions in the survey and asked whether the format was appropriate in that some questions could appear leading. Officers stated that the survey was one element; people cannot be forced to complete the survey, but there had been attendance at community BME events, at Supermarkets etc. and the results compare well to other Local Authorities and Core Cities and were an improvement on the previous year's response rates.

Resources Directorate budget proposals

The Chairperson welcomed Christine Salter, Corporate Director Resources, Philip Lenz, Chief Human Resources Officer, and Ian Allwood, Head of Finance for this item;

The Chairperson invited the Cabinet Member for Corporate Services and Performance to make a statement about this budget, in which he said that there had been a policy change in support of staff, including voluntary severance, employee counselling, Time for Change etc. £1.26 million of savings was required and staff resources were allocated more effectively.

Members were provided with a presentation after which the Chairperson invited questions and comments from Members;

- Members referred to Apprenticeships and sought clarification on whether the length of the schemes was just 6 months. Officers advised that there were trainee posts for 6 months; these were different to Apprenticeships.
- Members asked whether the trainee posts were useful or for meeting targets, and were advised that trainees would be undertaking real roles and have real training for those roles, the intention was that they find work at the end of the scheme, and that they increase their employability.
- Members noted the £400k investment in ICT provision and asked if ICT assets were depreciated; Members were advised that they were not Local Government accounting does not include ICT depreciation.
- Members asked if measures were sufficient to be able to determine commitments made for frontline staff and sought assurance that resources were robust enough going forward. Officers advised that it was challenging as a directorate to be able to downsize and also resource all the HR elements, support and the technical side too. Technology would be looked at to see how it can help deliver savings in the Directorate.
- Members asked about the current effectiveness of using IT solutions for reporting issues and were advised that Cardiff was quite advanced in how it delivers services with technology; value for money wise Cardiff would compare well in Wales as it benefits from economies of scale.
- Members asked about the Living Wage and why it is a corporate objective when it is a National scheme. Officers clarified that Cardiff encourages the Real Living Wage, not the living wage which was statutory.

- Members asked about the budgetary implications of the CRM, officers stated that if the issue with the CRM could not be resolved then it would impact on the future direction of travel; the budget information before Committee had not factored this in.
- Members referred to Robotic Process Automation and asked if any thought had been given to using such technology to make savings. Officers stated that digitalisation staff would be looking at it, OCR had been embraced, and the single person discount council tax forms have removed the manual element of inputting.

Economic Development Directorate budget proposals

The Chairperson welcomed Councillor Bale, Leader Cardiff Council, Neil Hanratty, Director Economic Development, Tara King Assistant Director Commercial and Collaboration, Christine Salter Corporate Director Resources, and Ian Allwood Head of Finance for this item.

The Chairperson reminded Members that PRAP's remit only covers Property and Facilities Management within this Directorate and invited questions and comments from Members;

- Members made reference to the 'Commercialisation – improved charging and income generation for Security Services' line in the budget and the £44k savings projection; Members asked how the risk assessment was identified, and what mitigation may be needed. Officers explained that they evaluate how achievable proposals are in that area at that time; the new model would challenge and upskill staff and create a viable sale to external bodies. All mitigation was in place, work had been undertaken with the security manager to look at the supply chain so the residual risk moves to a different position.
- Members noted that the portfolio spans 4 Cabinet members and 3 Scrutiny Committees and sought comments on the coherence of the directorate for strategic approach and to ensure political ownership of the directorate overall. The Cabinet Member stated that there were regular slots in the diary, he meets HR each week and officers from this directorate fortnightly; he visits and speaks to operational managers and attends monthly budget meetings. The Leader added that a few years ago there had been comments regarding silos that existed; now Cabinet Members work across the Council, the management structure had been amended and scrutiny will adapt to reflect this.
- Members asked why the savings in the directorate were so small; officers advised that the saving of £900k was made up of smaller sections, there needed to be a capacity to grow income, for example in security services, challenge for income was much greater. The savings needed to be realistic as there were challenges such as building services where there was a large backlog and the directorate could face losses in year. Officers noted that for Commercial services the total gross expenditure was £75 million, £62 million of which was generated through income. The Leader considered it would be helpful for Members to have a more detailed breakdown in future.

- With reference to Community Asset Transfer (CAT), Members noted that £100k allocation with a maximum of £25k per request and asked what happens after 4 requests have been made. Officers stated that in reality the figure per CAT was lower than £25k, and can be as low as £5k, so there was scope for more than 4 requests. The Cabinet Member added that the purpose of the £100k allocation was to support the scheme, surveys had been undertaken on buildings, and community needs. The money allows support for people to take over the buildings; there had been 20 CAT's in the past year, 4 in the year previous to that; the money is more an enabling fund and the £100k allocation has never been fully used, however if more was needed then it would be looked at again.

Governance and Legal Services Directorate budget proposals

The Chairperson welcomed Councillor Dan De'Ath, Cabinet Member for Skills, Safety, Engagement & Democracy, Davina Fiore, Director Governance & Legal, Christine Salter Corporate Director Resources, and Ian Allwood Head of Finance for this item.

The Director of Governance and Legal drew Members attention to the external legal spend, and stated that officers were in the process of looking at the spend under the control of Legal services, with the intention of increasing efficiency savings. Members were informed that rather than paying for Children's and Social Services Lawyers externally, there would be a recruitment drive and the work brought in house, to move from an overspend to underspend position. Members' attention was also drawn to the additional resource needed to deal with the Members Enquiry System, which would move into the Committee Services Team, to assist Councillors with case work, response times etc.

The Chairperson invited questions and comments from Members;

- Members asked what the total spend had been on external legal services; officers did not have the figure with them, the accountants had been working with other directorates to determine what work would be coming into the service, which was considered to be £1.5 million, made up from large projects. The £55k savings were based on the £1.5 million income.

Officers clarified that they always ensure they get best value, external legal services are used for expertise and additional work; the Directors view was that if there is an effective and efficient, properly resourced in-house legal department then it would be cheaper; savings would be achieved from better commissioning and bringing work in-house. Legal Services would take on the financial risks currently absorbed by Directorates. The Director stated that she was confident this could be managed with a caveat that in the event of new legislation or large case work there may be a possibility of more financial resources being needed, however it was hoped that enough would be kept in reserves to weather the peaks and troughs.

- Members were concerned that a larger team could be underutilised and asked if collaboration with other local authorities had been considered. Members were advised that the team were overstretched currently hence the external spend on legal services; discussions on collaboration had taken place in

recent years but had not been progressed. The Director had managed a shared legal service in her previous role and noted that there could be large set up costs; efficiencies were made on management costs, but not at lower levels, for example case work.

- Members asked how the significant costs of childcare lawyers came about in the first place and were advised that it was due to the way childcare cases were dealt with in court; all the preparation work was done before the case went to court, there was also a strict time limit to deal with cases. After the publicity around Baby P there was an increase in reported cases and therefore an increase in workload. It was considered this may have been a short term increase however that has not been the case.
- Members sought assurances that with the redesign of legal services, core business would still be maintained. Officers advised that core business would still be maintained across all areas in the directorate, efficiencies would be achieved by making small changes such as cutting printing costs, and going paperless but there would be no compromise on the quality of legal childcare.
- Members welcomed no changes to the Scrutiny Service. Officers stated that there would be a report to the next Constitution Committee which did propose a change in the scrutiny structure; £50k had gone into the Scrutiny budget this year (2016/17) that would not be there in the next financial year, therefore a scrutiny review was being undertaken.

RESOLVED – That the Chairperson writes on the Committee’s behalf to the Cabinet Member to convey their comments and observations.

60 : DATE OF NEXT MEETING

The next meeting of the Policy Review and Performance Scrutiny Committee is scheduled for 14 March 2017, 4.30pm, Committee Room 4, County Hall, Cardiff.

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

18 July 2017

Capital Ambition – policy priorities of the administration

Purpose of the Report

1. To brief the Committee on the administration's ambitions for Cardiff and the Cabinet's key priorities for the municipal term in preparation for its 2017/18 work programming.
2. To explain how the Council's corporate and partnership planning framework will be reshaped to deliver the new vision.

Context

3. The Council's new administration has set out a new policy programme and associated delivery commitments entitled 'Capital Ambition' (attached as **Appendix A**). This report also outlines how these ambitions will be translated into the Council's strategic policy, organisational development and budgetary framework.

Capital Ambition

4. Over the past twenty-five years, Cardiff has been reinvented as an internationally recognised capital city. In response to deindustrialisation, a programme of major urban regeneration projects was delivered that transformed the city by focusing on investment in Cardiff's culture and leisure infrastructure. This has enabled Cardiff to host major international

events, lifting the city's international profile and repositioning the city as a great place to visit and an even better place to live and study. The 2017 UEFA Champions League Final underlined the extent to which Cardiff is now positioned as a front ranking European Capital City.

5. Cardiff has also benefitted from investment in the city's business infrastructure. With a focus on supporting high-value creative and knowledge-based businesses, delivering transport improvements and upgrading ICT capacity, the aim has been to ensure that Cardiff's business infrastructure is on a par with its quality of life offer.
6. The success of this strategy can be seen in the rapid growth of the city's population. Cardiff is now one of the fastest growing and most highly skilled major British cities. It is also evidenced by strong performance in a number of headline economic indicators:
 - Unemployment is at its lowest level since 2009;
 - Employment growth is faster than all the ¹Core Cities;
 - Business growth rate is faster than the UK average; and
 - Visitor numbers and spend have doubled over the last decade.
7. However, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial, with economic inequalities aligning closely with health and educational inequalities across the city. Similarly, while Cardiff's population growth is a sign of strength for the city, unless it is well planned and well managed it will put the city's physical and social infrastructures under real strain. This risk to the city's productivity, quality of life and standard of public services must be addressed. Tackling inequality and managing growth sustainably will therefore be at the heart of the administration's agenda. The administration also recognises that it must deliver for Cardiff during a period of unprecedented financial austerity for the Council, and its public service partners.

¹ Core cities are Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham, Sheffield.

8. The 'Capital Ambition' document therefore sets out a programme of action to continue to drive the city economy forward whilst ensuring that the benefits of success are felt by all residents. In delivering its Capital Ambition, the administration will focus on four main areas:

- **Working for Cardiff** – Making sure that all citizens can contribute to, and benefit from, the city's success.
- **Working for Wales** – A successful Wales needs a successful capital city.
- **Working for the Future** – Managing the city's growth in a sustainable way.
- **Working for Public Services** – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

Delivering the 'Capital Ambition'

9. The 'Capital Ambition' document sets set out the administration's ambitions for Cardiff and establishes the Cabinet's key priorities for the coming municipal term.

10. These commitments must be delivered in the context of a budgetary position that continues to deteriorate rapidly. The Council is approaching a £¼bn in cumulative savings made over the past ten years, including over £105m from 2014/15 to 2016/17. With funding for schools and social services broadly maintained, this has necessitated a significant reduction in the proportion of Council spend on other services, from 39% of the budget in 2005/06 to 24% in 2017/18. Alongside funding reductions, the Council has lost a number of staff, with a reduction of over 20% in non-school staff numbers since 2012/13.

11. Looking ahead, the Council's Medium Term Financial Plan anticipates that the Council will have to make savings of £27m in 2017/18 and almost £81m over the next 3 years, with other public service

organisations facing similar pressures. The Council, along with its public service partners, is therefore facing a continued period of severe budget constraint at a time when demand for services is projected to rise significantly and citizen expectations of excellent quality services remains high.

12. In order to deliver the administration's policy priorities while moving towards a new phase of financial constraint, there is a need to "reset" the Council's organisational and financial strategy. This 'reset' will recognise and build upon the progress that has been made but fundamentally challenge all aspects of service delivery to adapt to the constraints of a permanently reduced cost base.

Resetting the Council's Policy and Budgetary Framework

13. The Corporate Plan translates the administration's policy ambitions into clear organisational objectives. In this way, the Corporate Plan will set out what the Council wants to achieve, and how it will organise itself to achieve it.
14. As the Corporate Plan will be set at a strategic level, it will continue to be supported by directorate delivery plans, which will set out in detail how Corporate Plan Objectives will be delivered, as well as how directorate business will be taken forward. The Council's objectives will be supported by a strengthened approach to performance management that has underpinned the recent performance improvement, particularly in statutory services.
15. The 'Capital Ambition' document will initiate the process of developing the Corporate Plan 2018-19 by providing a clear signal of the administration's direction of travel. This enables the development of a budget strategy for the organisation that is led by the administration's policy position, and a refresh of the Council's organisational development programme. The Corporate Plan and Budget will then be developed in tandem and approved by Council early in 2018.

Progress against the existing objectives set out in the Corporate Plan 2017-19 will continue to be monitored and reported throughout 2017/18.

16. Delivering the 'Capital Ambition' will also require coordinated action by the Council and its partners. The Cardiff Public Services Board (CPSB), chaired by the Leader of the Council, brings together the city's public and third sector leaders, and builds on the long-established platform of partnership working in the city. The Wellbeing of Future Generations Act has placed in statute the role of PSBs and requires PSBs to publish an *assessment of local wellbeing, a local wellbeing plan and annual progress reports*.

17. The Cardiff PSB has produced its statutory Wellbeing Assessment which sets out how Cardiff is performing across the partnership's seven city outcomes. This assessment was approved and published by the Cardiff PSB on 21 March 2017. Using the evidence provided in the Wellbeing Assessment, the Cardiff PSB is now required to produce a Wellbeing Plan by April 2018, which sets out how the public services will work in partnership to address the major long-term challenges facing the city.

18. A 12-week statutory public consultation is required on the draft Wellbeing Plan. In order to meet the statutory publication date, it is proposed that this public consultation run from October to December 2017. To ensure clarity for the public, avoid consultation fatigue and to make the most of available resources, it is proposed that the Council's Corporate Plan and Budget are also released for consultation during this period as part of a co-ordinated programme of public engagement on the future development of Cardiff and its public services.

19. The refreshed policy and delivery framework will therefore contain the following key components:

- **Corporate Plan:** The Corporate Plan 2018-19 will set out the Council's objectives in order to deliver the administration's ambitions.

- **Budget Strategy:** The Council's Budget Strategy will be reworked to support the delivery of the administration's priorities and will be brought forward to Cabinet in July 2017.
- **Programme of Change:** The Council's organisational change strategy will be recast in the light of the administration's priorities. Cabinet will consider a report in September 2017 which sets out how the Council's new 3-year Organisational Development Programme will be reshaped to deliver the commitments contained in the 'Capital Ambition' document.
- **Wellbeing Plan:** The Council's policy position will be informed by the evidence provided by the Wellbeing Assessment and inform the development of the city's Wellbeing Plan, which will be launched for public consultation in October 2017 and approved by Council and all PSB members by April 2018.
- **Performance Management Framework:** The Council will build on the performance management framework which has supported effective delivery and performance improvement in key areas. As the 'Capital Ambition' document is translated into performance objectives, clear performance milestones will be developed.
- **Consultation and Engagement:** A programme of engagement will be brought forward to support the implementation of the administration's policy ambitions and involve residents and stakeholders in the budget process ahead.

Scope of the Scrutiny

20. Leader of the Council, Councillor Huw Thomas, and Chief Executive, Paul Orders, will attend Committee to brief Members on the Capital Ambition and the Council's refreshed policy and delivery framework.

21. Members will have an opportunity for questions and may particularly wish to explore those areas of Capital Ambition that relate directly to its Terms of

Reference, with a view to identifying areas in which its forthcoming work programme can contribute to improving Council Services.

Legal Implications

22. 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

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

RECOMMENDATION

The Committee is recommended to:

- a. Note the Capital Ambition of the new administration
- b. Note the Council's corporate and partnership planning framework
- c. Consider issues highlighted in the Leader's briefing that should be prioritised for scrutiny in 2017/18.

DAVINA FIORE

Director, Governance & Legal Services

12 July 2017

CAPITAL AMBITION

OUR COMMITMENTS FOR CARDIFF



Leader's Foreword



Cardiff is facing a historic opportunity.

Over recent decades, the city has succeeded in transforming itself from a provincial British city, grappling with the stresses of deindustrialisation, into a true economic, cultural and political capital city.

Nothing underlines the scale of this transformation better than hosting the Champions League Final, when, under the closest of scrutiny, the city showed it could hold its own with some of the world's greatest capitals, putting on a mesmerizing show for a global audience of over 1 billion.

Today, Cardiff is one of the fastest growing and most highly-skilled cities in Britain. The city economy is growing, jobs and businesses are being created and unemployment is at its lowest level this decade. The city's profile has never been higher, and visitor numbers are growing every year. Our capital city is home to world-class universities, cultural institutions and creative start-ups; major companies, entrepreneurs and innovators; sportsmen and women who are up there with the best in the world. Undeniably, Cardiff is Wales' strongest economic asset and the nation's best opportunity to secure sustainable economic success.

Hence my belief that we face a historic opportunity – a chance to capitalize on our potential and become a truly great world capital, where the benefits of growth are felt by all our citizens, our region and our nation.

For too long, the gap between rich and poor has been allowed to grow and many of Cardiff's communities are amongst the poorest in Wales. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East was considered a single local authority, it would be far and away the poorest in Wales. Too many people in Cardiff – many from working families – are struggling to meet their basic needs. Poverty is damaging for our economy and our society, it places major pressures on public services, and casts a long shadow over too many lives.

Tackling poverty and inequality will therefore be at the heart of this Administration. We will hold a relentless focus on education and jobs, resolute in our belief that securing an equality of opportunity can help people lift themselves out of poverty. And we will also ensure we get the basics right in how we care for the vulnerable and elderly in our city.

Ultimately, I want every citizen of Cardiff, regardless of their creed, race, or inherited wealth, to have the chance to fulfil their potential, and play a full and active part in the life of our city.

But our ambitions cannot stop at the boundaries of the city. Cardiff's role as the economic power of the city-region and its relationship with the surrounding local authorities must continue to broaden and deepen. This Administration is committed to working closely with the Welsh Government and city-region partners, with local organisations and communities, to help create prosperity and tackle poverty in both the capital city and the Valleys.

We must also recognise that growth must be sustainable and resilient. That is why I am determined that we prioritize sustainable transport modes, maintain the drive to increase recycling rates, and take bold steps to ensure we play our part in combating climate change.

These challenges – of growth, inequality and sustainability – must be met with bold solutions and big ideas.

We must do during a time of unprecedented austerity. The Council alone has made savings of more than a quarter of a billion pounds over the past decade. The health service, police, fire – all our city's public services – are facing similar challenges. Yet the next period is likely to be characterised by further reductions in public expenditure. There are tough times ahead, public services will need to adapt and reform, and sometimes difficult decisions will need to be taken.

To succeed, this endeavour will require the hard work and the dedication of Council officers, of our Trade Unions, of our teachers, our social workers, our road sweepers, our librarians. Our police officers, fire fighters, doctors and nurses. They are the bedrock of our public services, and are vital in helping change happen, and helping to deliver a cleaner, healthier, fairer city.

Every citizen can also make an important contribution to life in our city. Each of us, as community activists, as parents, as volunteers, as business owners, can help play our part in building a city where everyone makes a valuable and valued contribution.

My commitment, as Leader of the Council, is to work together with partners, staff and citizens in a common endeavour to make Cardiff a better place to live for all our people, rooted in the values of fairness and social justice.

By doing so we will create a capital city that is not only ambitious for the people we serve, but ambitious for the people of Wales.



Cllr Huw Thomas

CAPITAL AMBITION



In delivering our Capital Ambition we will focus on four main areas:

1. Working for Cardiff

Making sure that all our citizens can contribute to, and benefit from, the city's success.

2. Working for Wales

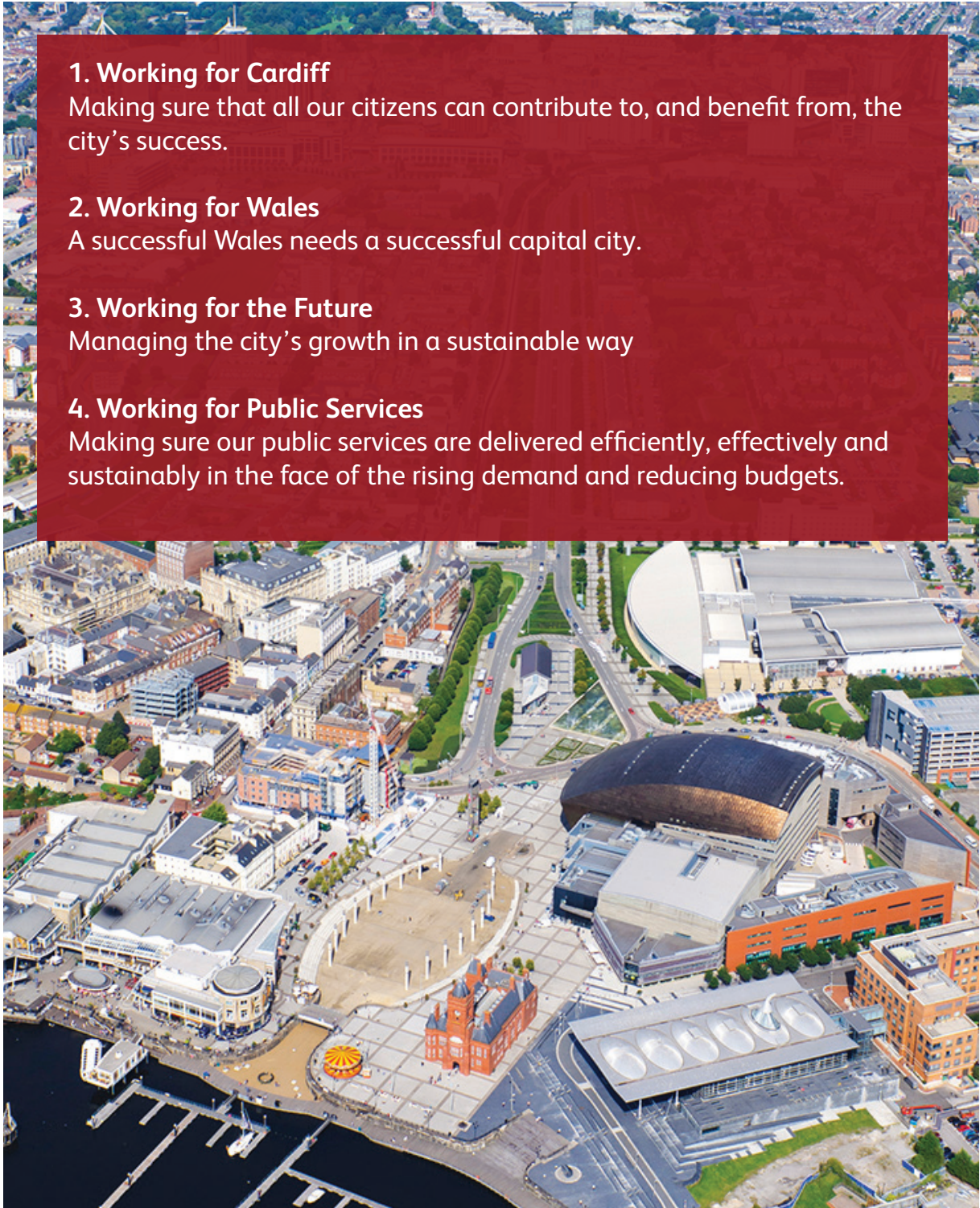
A successful Wales needs a successful capital city.

3. Working for the Future

Managing the city's growth in a sustainable way

4. Working for Public Services

Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.



1. Working for Cardiff



This Administration is committed to continuing to drive forward Cardiff's economy and to making the city a great place in which to live, work, study and visit. In doing so, we will place a strategic focus on tackling the inequalities that exist across the city, and to making sure that all our citizens are able to contribute to, and benefit from, the city's success. This will require:

- **A Continued Focus on Education:** A good education provides the best start in life and remains the surest route out of poverty. We will continue to improve and invest in our schools and to make sure that every child has the best possible start in life.
- **Delivering the 'Cardiff Commitment':** Helping young people, particularly those from disadvantaged and deprived communities, into employment, education or training will be a priority.
- **Targeted Approaches to Tackling Poverty:** The Council is committed to tackling entrenched disadvantage and narrowing the gap in life chances across the city through taking targeted approaches to tackling poverty, integrating public services at a local level and working closely with residents in our city's most deprived communities.
- **Supporting People into Work:** Too many people face too many barriers to finding and keeping a good job. A strategic focus on job creation must therefore go hand in hand with effectively removing the barriers to work – whatever they may be - and helping people access and keep good jobs.
- **Being a Living Wage City:** Rises in housing, food and fuel prices have increased the cost of living, particularly for people in poverty. The Council has committed to paying the Real Living Wage, and will work with partners to secure more jobs which pay a Real Living Wage.
- **Delivering Affordable Housing:** Increasing the supply of genuinely affordable housing will be at the heart of the Administration's approach to reducing costs for those in poverty, tackling homelessness and destitution, and to creating 'inclusive growth'.
- **Early Years and Families:** The key to the long-term success and prosperity of a city lies in how it chooses to invest in aspiration and life chances from an early age. Not only is this important in improving positive outcomes for individuals and communities it is vital in managing rapid escalation in public spending.
- **Older People:** The way we look after our older people is a message to future generations. Though Cardiff is a young city the number of older people is predicted to rise significantly. This administration is committed to finding working solutions to emerging social care pressures and support people to live fulfilled and independent lives in their communities.

2. Working for Wales



Cardiff plays a vital role in creating jobs and prosperity for the people of the city and the wider city-region. Looking to the future, the capital city represents Wales' strongest economic asset and best opportunity to secure economic success. In short, a successful Wales needs a successful capital city. Delivering a capital city that works for Wales will require:

- **Building on our Capital City Status:** We must continue to attract major sporting and cultural events, tourists, investment and students into Wales and to position Cardiff as a front-ranking capital city in a post-Brexit global economy.
- **Moving the City Economy up Another Gear:** We will place a strategic focus on driving the city's economy forward and on creating more and better jobs. This will be central to Cardiff and Wales' success over the coming decade. Though much progress has been made over recent decades, the city economy must now go up another gear.
- **Making the Most out of our Cultural Capital:** Cardiff's distinct cultural offer is an area of competitive advantage and its cultural and leisure infrastructure is recognised by its citizens as amongst the best in Europe. We will continue to make the most of these assets, attracting major events to Wales while supporting the best Welsh talent to emerge onto the world stage.
- **Moving beyond City Deal:** Cardiff's role as the economic power of the city-region and its relationship with the surrounding local authorities must continue to broaden and deepen in order to drive prosperity and tackle poverty in both the capital city and the Valleys.

3. Working for the Future



Cardiff is projected to be the fastest-growing UK city outside London. While this growth is a signal of strength and of a period of opportunity for the city’s economy, it will bring challenges too. It will put pressure on both the city’s physical infrastructure- like our roads and public transport system- and our public services. Managing this growth effectively will require:

- **Sustainable Communities:** New communities will be planned and built to the highest quality, they will be connected to jobs and community facilities, and they will be served by good transport links and excellent public services.
- **Sustainable Transport:** Enacting a shift to sustainable modes of transport will be vital to securing resilient growth, supporting the economy, improving quality of life and achieving improved health outcomes.
- **Waste and Recycling:** As the city grows more waste will be created, and statutory recycling targets will need to be met. Cardiff is Britain’s leading major city for recycling. This administration is committed to continuing the improvements in recycling rates of the past 15 years, and to making Cardiff a world-leading city in this vital area of environmental sustainability.
- **Clean Streets and Communities:** The Administration recognises that clean streets are a priority for the city’s residents. Frontline services will focus on tackling all forms of littering and communities will be empowered to help deliver a city environment that we can all be proud of.

4. Working for Public Services



During the past 10 years the Council has made a quarter of a billion pound in cumulative savings, reduced the number of non-school staff by 22% and anticipates having to make a further £81m in savings over the next 3 years. While we oppose the UK Government's austerity agenda, the pressures facing public services will not relent any time soon. Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff. This will mean:

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

Leader: Councillor Huw Thomas

CAPITAL AMBITION



Tackling inequality, managing growth and addressing the financial challenge can only be achieved by working with people, communities and organisations who want the city to succeed.

As an organisation we must move away from dealing with problems in isolation and begin to integrate frontline teams that are empowered to address the day-to-day issues we know need solving. Cabinet Members will adopt collective responsibility across their portfolios, driving through our policies for change. In the same way, individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city. “It’s not my job” is not good enough. Whether it be reporting a pot-hole to dealing with a dirty street, Council staff will be supported to proactively deal with the issue.

More broadly, the Council must work across the public services to deliver lasting solutions to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for children in our care and helping people to live independently all require services to be delivered without boundaries. This will require a relentless focus on service integration to deliver the outcomes that we want to achieve.

This Administration will make sure that our city’s growth not only continues but that it is harnessed for the benefit of the city-region as a whole, and that we develop a mutually beneficial, win-win relationship between city and region. The City Deal is a good start, but no more than that. It now needs to act as a catalyst for the creation of a grown-up city-regionalism where honest discussions - and strategic decisions - about housing, transport and investment are taken for the longer-term benefit of the whole of the Capital Region, and ultimately, Wales.

A successful capital city is also a national, not just a regional, asset. We will be an outward-looking city, working with all our partners to make sure that Cardiff’s success is shared with local people, regional partners and the country as a whole. Cardiff will be a capital city that works for Wales.

We will:

- **Build on the role that Cardiff can play in delivering for the Welsh and UK economies** by working with other Welsh cities and UK Core Cities.
- Work at the Wales level with organisations such as the Welsh Local Government Association to **help shape how public services are funded and delivered**.
- **Move beyond City Deal**, creating a framework for city-regionalism where strategic decisions can be taken about housing, transport and investment for the long-term benefit of the whole of the Capital Region, and ultimately, Wales.
- Work with Public Services Board partners to **join-up public service, tackle poverty and reduce inequality**. This will involve commissioned work to examine the links between place, housing, poverty and barriers to employment.
- **Work at the community level** to break down barriers between Council departments, between the Council and other public services and to forge stronger links with residents and communities.
- Collaborate with other local authorities to **harness the combined investment in public services** and the associated purchasing power to influence the economic development agenda across the Cardiff city-region.
- Work with others to **make sure any European funding lost to Cardiff from leaving the European Union is replaced by the UK Government**, advocating strongly for unfettered access to the Single Market, and guarantees for international students and workers.
- **Join-up Council services** so we work as one team to deliver on the issues that matter. Key areas of focus will include:
 - Close working between health and social services which includes improving the housing offer for older people and promote independent living.
 - Supporting looked after children.
 - Keeping our communities, parks and streets clean.
- Pilot a new **City Innovation Hub** to develop new solutions to big city challenges, working with public service partners.
- Adopt **Smart City** approaches to managing city infrastructures, beginning by using new technology and predictive software to support **intelligent management** of networks across the city.
- **Support the Welsh language** to create a truly bilingual city, and meet the demand for Welsh language education in the capital.

Education, Employment & Skills: Councillor Sarah Merry

CAPITAL AMBITION



We know that a great education will help everyone in Cardiff to achieve their full potential. This Administration will continue to invest in and improve our schools and to make sure that every child has the best possible start in life.

Education is one of the surest routes out of poverty, and so we will double our efforts to make sure that no child is left behind. We will focus on closing the gap in attainment of pupils from low-income families, looked after children, pupils educated other than at school and pupils with English as an additional language.

As Cardiff grows over the next 20 years, we will ensure that we meet the demand for more places in both English and Welsh medium schools by providing more schools and doing all that we can to attract, retain and develop the best teaching talent. In doing so, we will open our schools up for more community use, strengthening the important role that every school plays at the heart of their community.

Education doesn't end at the school gate. If everyone in the city is to benefit from the jobs and opportunities being created in our growing economy, every school leaver must be able to move into further education, employment or training. We know too that education is one of the main drivers of economic success, and so we are committed to working with Cardiff's business community to make sure that the city's skills system for both children and adults meets the needs of business, now and in the future.

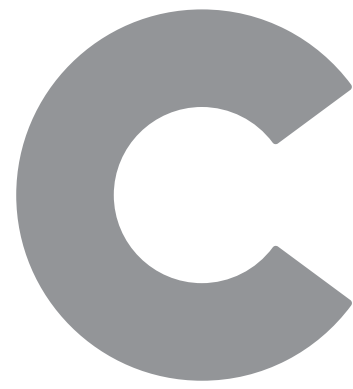
We will:

- Make sure **every child in Cardiff goes to a good or excellent schools**
- **Close the attainment gap in schools so that no child is left behind.**
- **Invest in improving and expanding our schools** to meet the needs of a rapidly-growing population and take clear steps to address the historic maintenance backlog in school buildings.
- **Support the development of the new curriculum** for Wales, with a focus on key skills such as **digital literacy**.
- **Ensure that the support services** we offer schools are of high quality and good value.
- **Deliver the 'Cardiff Commitment' and promote junior apprenticeships**, ensuring that every child has access to training, employment, or further education opportunities when leaving school.
- **Put schools at the heart of our communities**, strengthening links between schools and their local areas.
- **Work towards becoming a UNICEF 'Child Friendly City'** as part of a partnership programme focussed on child rights.
- Ensure that **education is everyone's business** by working with all partners across the city- including businesses, parents, school governors- to get the best for Cardiff schools.
- Support the Credit Union to deliver "savers projects" within Cardiff schools that encourage saving and promote financial literacy.



Finance, Modernisation & Performance: Councillor Chris Weaver

CAPITAL AMBITION



We want Cardiff to be known as one of the best-run Councils in the UK. Recent years have seen corporate governance strengthened and performance steadily improve with indicators in our most important statutory services moving in the right direction. This Administration will maintain a relentless focus on making sure that these improvements are maintained.

We know that it won't be easy. The Council faces a budget shortfall of £81m over the next three years. This is in addition to the £250m reduction in the budget over the past decade. The scope and scale of the budget challenge, alongside the rising demands created by the city's rapid growth, means that there is no escaping the fact that every Council service will need to plan for a period of radical adjustment. In short, many of our public services are going to need to change if they are to survive.

This will mean increasingly adopting a 'Digital First' approach, making the best use of new technologies to run our services, particularly our more transactional services, as efficiently and effectively as possible, and providing digital access which is indistinguishable from that available to citizens in every other aspect of their lives. It will mean commercialising services where appropriate and where the opportunity exists, and using the best evidence and data to target resources where they will have the greatest impact. It will also mean developing purposeful partnerships with other public services, with the third sector, with our neighbouring authorities and, where appropriate, with the private and independent sectors.

Most importantly, it will rely on our staff. We know that our staff are driven by a strong public service ethos and a dedication to making a difference to the lives of the people and communities of their city. This is the bedrock upon which our public services are built and it is one of the reasons why we committed to being an accredited Living Wage Employer. We will continue to work alongside our staff during this period of renewed austerity. We will support all our public servants in the vital work they do, and in taking active roles in designing and leading the changes that will need to be made so that, despite the challenges we face, we are delivering the best public services we can for the people of Cardiff.

We will:

- **Get the basics right** by ensuring our performance in statutory services- like education and social services- continues to improve.
- Adopt a **Digital First approach** to Council services.
- Develop a **new 3-year organisational development** programme for the Council.
- **Get people and communities more involved in the decisions we take** by having an open conversation with citizens about how we deal with the budget deficit, how we run our services and through increased broadcasting of Council meetings.
- **Launch a new Social Responsibility policy** to make sure that local people and local communities benefit when the Council spends money on goods and services.
- **Champion equality and diversity**, making sure that citizens' rights are protected in any changes to our public services.
- **Support staff to be entrepreneurial**, encouraging them to develop new ideas and, where appropriate, increase revenue from Council services.
- **Develop and appropriately skill the workforce** to meet the changing needs and demands of the Council.
- **Promote the health and well-being of Council employees** by working with the Employee Network and Trade Union partners.
- Work with the Pensions Committee to consider **divesting Council investments from fossil fuel companies**.
- Seek support from Trade Unions to provide opportunities for Agency Workers to be made permanent, along with other Council employees, through the normal recruitment processes.

Housing & Communities: Councillor Lynda Thorne

CAPITAL AMBITION



We understand that having a good-quality home, in a community where people feel safe and connected, is important to each and every one of our citizens. We know that, for many people, finding and securing the right home is a real cause of concern. House prices are high, renting may not offer the long-term security needed and the housing waiting list is too long. We know too that the rise in those facing destitution and homelessness is not acceptable. We intend to tackle these issues.

Cardiff Council is one of only a handful of local authorities who have committed to building new Council homes. This is a great start, but we want to go further. Across the city the Local Development Plan provides for the construction of over 41,000 new homes by 2026. We will use the opportunity this rapid growth provides to deliver a greater number of secure, affordable and decent homes across Cardiff. We also want to make sure that our housing waiting list is fair, that people understand why we have to prioritise some people over others, and that we act quickly to help the homeless.

A strong economy is vital to tackling poverty, but a focus on creating jobs alone is not enough. A strategic focus on job creation must go hand in hand with effectively removing the barriers to work – whatever they may be - helping people into good jobs and good careers. This Administration will work with partners to help remove barriers people face to getting and keeping a job, joining up our into-work services, whilst also supporting every person and family affected by Welfare Reform and the roll-out of Universal Credit.

We will:

- Start by **building 1,000 new Council homes** through the Cardiff Living Scheme and taking forward other innovative housing initiatives.
- Work with developers to deliver over **6,500 affordable homes by 2026 through the Local Development Plan** and strengthen our approach to housing development, considering strategic investment that addresses all types of demand for housing, such as social housing, affordable housing and housing that supports extra care and independent living.
- Reduce the number of problem and vacant houses through the **Empty Homes Policy**.
- **Drive up standards in the private rented housing sector** by:
 - Ensuring private landlords comply with their legal obligations under the Housing (Wales) Act 2014.
 - Hosting the Welsh Government's Rent Smart Wales scheme- an all-Wales registration and licensing scheme- which works to prevent rogue agents and landlords letting and managing properties.
- **Address rough sleeping in the city** through delivering, with partners, the Rough Sleeper Strategy, including:
 - Adopting a 'No First Night Out' policy.
 - Piloting new approaches, including a 'Housing First' model which moves rough sleepers straight from the streets into a home.
- **Support those affected by Welfare Reform and help more people find jobs that give them dignity and pride** by working with partners to further develop into-work services and by providing a network of volunteering opportunities.
- **Invest in local communities** by completing the Maelfa Shopping Centre regeneration and delivering new Community Hubs in Llanedeyrn and Llanishen, extending the St Mellons Hub and further developing the Ely and Caerau Hub with our partners.
- Help **make Cardiff communities a safe place to live** by addressing anti-social behaviour and working with partners to promote inclusion across the city.
- Maintain a **network of accessible library services**.
- Put local communities at the heart of our approach by launching a new **Community Engagement Strategy** and developing **Community Involvement Plans**, giving people a voice in shaping Council services, helping connect people and councillors with local service providers and with activities taking place in their neighbourhoods.



Clean Streets, Recycling & Environment: Councillor Michael Michael



Keeping our streets and neighbourhoods clean and well-maintained is one of this Administration's top priorities. Survey after survey of Cardiff residents puts clean streets as one of their most important issues. We agree. Clean streets are a vital part of strong and resilient communities, where people are proud of their local area and look out for one another. We are committed to continue with our neighbourhood blitz and 'deep clean' efforts and we will review our street cleansing service to make sure that we're delivering the best we possibly can for Cardiff.

But keeping Cardiff clean can't be just the Council's responsibility. It has to be the responsibility of each and every one of us. Everyone who lives, works, learns, or plays here has a responsibility to each other, and to the city, to help keep our streets clean. We want as many people as possible to contribute, by getting involved in our 'Love Where You Live' campaign, by not throwing litter in the first place, or reporting those who do. We will commit to operating a zero tolerance policy, increasing our enforcement activities and fines for the litter-throwers and fly-tippers who demonstrate a complete lack of respect for their neighbours and communities.

Cardiff is Britain's leading major city for recycling. Recycling of waste from households has already increased from 4% to 58% since 2001. As the city grows, more people will live in the city, more businesses will locate here and more people will visit. This will mean more waste. Furthermore, we have to meet the challenging recycling targets – set in law by the Welsh Government - of 64% by 2020 and 70% by 2025 if we are to avoid substantial fines. That's why we are committed to continuing the radical improvements in recycling that we've seen over the past 15 years, and to making Cardiff a world-leading city in this vital area of environmental sustainability.

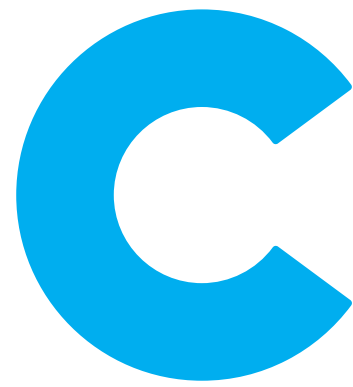
Protecting our city's environment and improving our sustainability at a time of unrelenting public sector austerity will not be easy. It will mean challenging old ways of doing things, and challenging ourselves – and our citizens - to embrace change, if that means we can deliver a better service for the people of Cardiff, better working conditions for our staff, and a more resilient and sustainable capital city for Wales.

We will:

- Develop a '**Total Street**' approach to keeping streets and public spaces clean that join up Council services.
- Continue the successful '**Love Where You Live**' campaign to support residents and community groups in taking greater responsibility for the cleanliness of their local communities.
- Apply a **zero tolerance** policy on fly-tipping and street littering.
- Develop a systematic proactive approach to street and public space **enforcement** including:
 - Implementing Public Space Protection Orders to remove anti-social behaviours.
 - Improving education and enforcement relating to litter, dog fouling and fly-tipping.
- Support the **implementation of the Clean Air Strategy** by promoting low-emission vehicles with a focus on the Council's fleet.
- Explore a programme to retrofit schools with renewable energy and develop **Sustainable Heat Network** proposals for the city.
- Deliver a **Food and Street Food Strategy** for Cardiff.
- **Boost city recycling rates** by placing a focus on education in schools, community engagement, behaviour change and through complementing recycling services.
- Improve recycling performance and tackle street litter by exploring with partners, including Welsh Government, opportunities to **introduce more sustainable food wrapping in take-away eateries**.
- **Explore options for new Household Waste Recycling Centres** to meet predicted growth in the north of the city and **deliver new ReUse Centre facilities in partnership with the third sector**.
- Explore the opportunity for greater collaboration with neighbouring local authorities on the delivery of recycling services including shared infrastructure services.
- Deliver a long-term solution to **ensure adequate burial space is provided** for the future that will meet the needs of an increased city population.
- Develop a **sustainable and enhanced service for the kennelling and re-homing of stray dogs**
- Ensure taxi users and visitors to the city experience a consistently high-quality and safe service and that **Cardiff taxi drivers are provided with a level playing field** by using our regulatory powers to support customers and providers.
- **Help protect the public and ensure businesses act responsibly** through the provision of the collaborative Regulatory Service.

Children & Families: Councillor Graham Hinchey

CAPITAL AMBITION



Cardiff should be a great city for all our children to grow up in. That's why this Administration is committed to investing in aspiration and life chances from an early age, particularly for those children from our city's most deprived communities or troubled families.

In the face of austerity we have invested in recruiting new social workers, and some big strides have been made in improving statutory children's services. This Administration is determined that this continues. We will focus on the most vulnerable children, particularly on making sure that children in our care system are healthy and safe, and are given every opportunity to succeed in life.

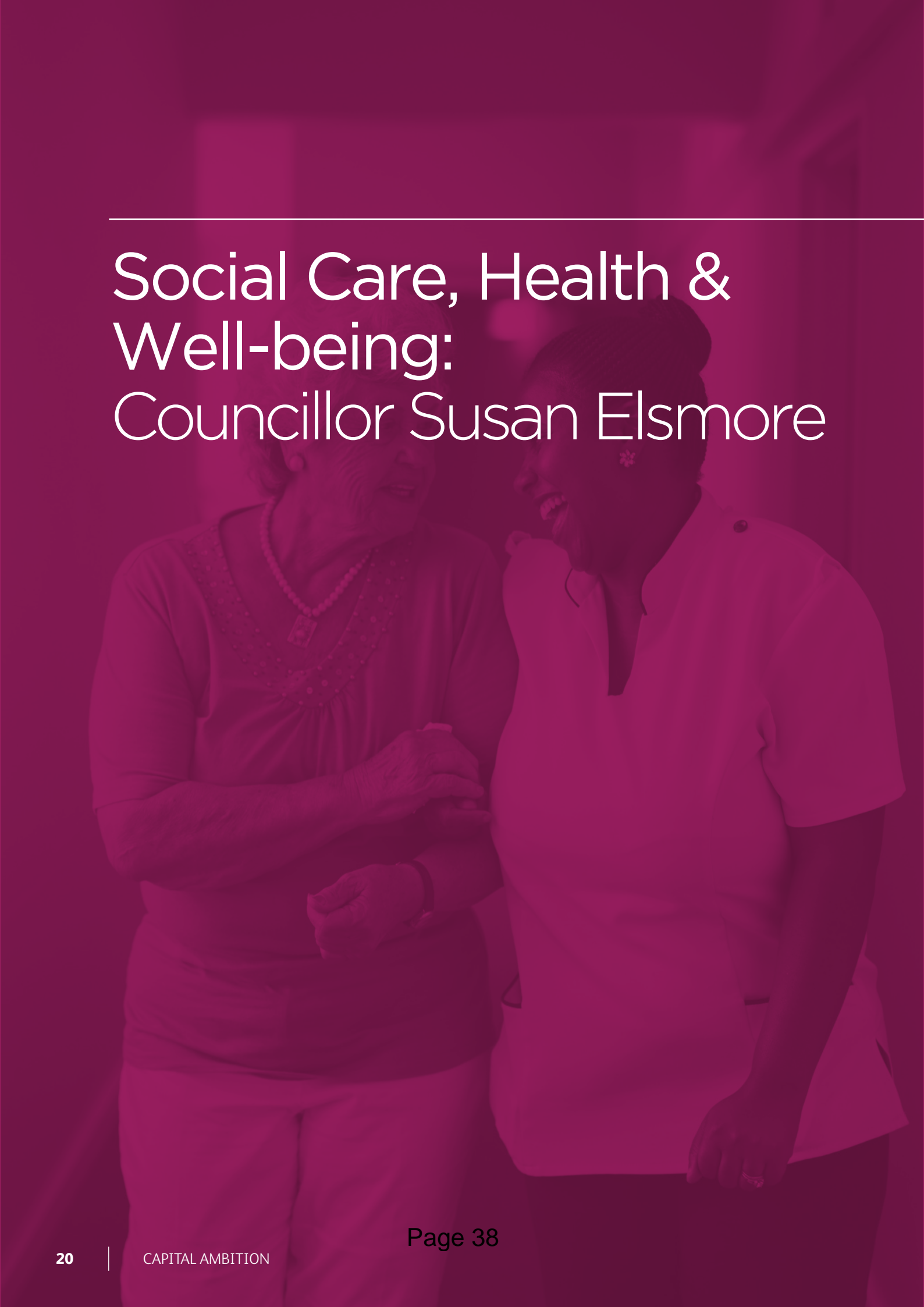
We will work to align services and funding – from across the public and third sectors – around what each individual child and family needs. In doing so, we want to see a step-change in partnership working at a community level between our social services, our schools and other public services like health and police.

Families do best when they're healthy and empowered, and are able to play an active role in community life. We will do all we can to make sure that this happens. Early intervention will be critical, making a difference in the early stages to tackle an issue before it develops and addressing Adverse Childhood Experiences. Again, this will rely on partnership working across the public sector and with our staff, citizens and communities, and building on partnerships like the Multi-Agency Safeguarding Hub.

We will:

- Continue to improve Children's Services and our work to attract, recruit and retain more **children's social workers**.
- Further develop effective **early help for families, so that fewer children need to be looked after by the Council**.
- Continue to **improve outcomes for looked after children and further enhance their experience of care**, with a particular focus on reducing the number placed out of area.
- **Enhance the support for young people when they leave local authority care**, making sure that they're given the opportunities to succeed, including continuing the Council's Corporate Traineeship Programme for Looked After Children.
- Pilot a 'Children First' approach to joining-up services and funding in support of children and families in a specific locality in the city.
- Improve engagement with communities at large - and faith communities in particular - to improve the safeguarding of children and adults across the various communities in Cardiff.
- Implement the '**Disability Futures**' Programme, remodelling services and improving outcomes for disabled children and young adults.
- Take forward '**Signs of Safety**', a strengths-based, safety-organised approach to child protection casework.
- Explore the potential of a new or **discounted bus travel scheme for young carers**.

Social Care, Health & Well-being: Councillor Susan Elsmore





How we treat people in most need of support is a real test of the values of our city. As Cardiff grows, it is more important than ever that no-one is left behind because of their circumstances and that we value and support our most vulnerable citizens. This Administration is committed to working with partners in the public and third sectors to continue to improve our services and support for our most vulnerable citizens, including older people, individuals with learning or physical disabilities, those living with mental ill-health, or substance misuse.

The way we look after older people is a message to future generations; therefore our services for older people will be a priority. Though Cardiff is a young city, as the city grows, the number of older people is also projected to rise significantly, with the numbers of over-85s expected to nearly double by 2030. Some older people will have long-term conditions and complex care needs, meaning that additional community and primary care services will be required to meet the needs. The costs of delivering social care is already bringing added pressure on public services, with a 50% rise in costs for delivering services for older people, from £21.3m to £31.9m, between 2011 and 2016. There is no sign of these pressures relenting.

This Administration is committed to finding working solutions both to the immediate crisis and the longer-term challenges. For too long social care has been a challenge that has been placed in the 'too difficult' box. Finding solutions will mean working in ever-closer partnership with the Health Service and the third sector, joining-up our services at a community level, working closely with partners- including voluntary groups, unpaid carers and volunteers- to make sure that as many people as possible are able to receive care in their communities. This approach will also include an emphasis on re-focusing investment into prevention and promoting independent living.

We will:

- Provide the **highest quality of social care possible**, in practice and delivery.
- **Integrate health and social care at pace and scale**, strengthening our partnerships with the University Health Board and the Vale of Glamorgan Council.
- **Break down barriers and join-up services at the community level** by placing social care at the heart of the Council's emerging 'localities' approach.
- Deliver **state-of-the-art centres** to provide specialist dementia services and day opportunities for older people.
- Make sure that **those in vulnerable circumstances are protected from significant harm** by strengthening Adult Safeguarding arrangements.
- **Support those suffering from mental ill-health** by implementing and embedding the 'Time to Change' pledge.
- **Support those citizens and families who live with dementia**, including making Cardiff a recognised Dementia Friendly City.
- Work with our partners on a local basis to support the global movement **to end all forms of violence against women**, putting in place comprehensive services for those affected by Domestic Abuse.
- Work closely with partners to support the Identification and Referral to Improve Safety (IRIS) project.
- Work with partners to promote Public Health and **reduce health inequality**.
- **Empower people to stay independent at home** by further developing a full range of Preventative Services, geared towards reducing the demand pressures of an ageing population.

Strategic Planning & Transport: Councillor Caro Wild





As one of the UK's fastest-growing cities it is crucial that growth is well-planned, sustainable, and that its benefits are felt by everyone in the city.

Growth is a big opportunity for Cardiff – a successful city is a place where people want to live – but it will bring challenges too. This Administration is committed to making sure that Cardiff grows in a resilient way, that its communities – new and old – are well-planned and well-connected, and that its infrastructures and public services are fit for the future.

Getting our transport system right is one of this Administration's top priorities. Tackling congestion will reduce carbon emissions and improve the quality of the air we breathe, improve people's health and support the city's economy. Transport within Cardiff is currently dominated by private car journeys. This is changing, with more and more people cycling or walking to work, catching the bus or taking the train. But it's not changing fast enough. It's time for Cardiff to go up another gear.

Each day over 90,000 people – well over a third of the city's workforce – come in and out of Cardiff from elsewhere in the Cardiff Capital region. Four out of every five come by car. This Administration wants Cardiff to be a capital city that works for Wales. Investing in a quick, reliable and sustainable transport system linking the city and the region has to be a project of national significance. We will work with our city-region partners and with Welsh Government to make sure that it happens.

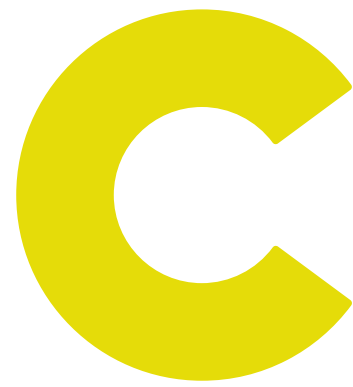
We will:

- Work with Welsh Government and city-region partners to **deliver the first phase of the Cardiff Metro**, supporting a step-change in how people commute into, and travel around the city.
- **Ensure that land use in the city is well-planned and well-managed** through the continued implementation of the Local Development Plan, delivering **new high-quality communities and housing** through a detailed master planning approach.
- Retain Cardiff Bus in public ownership and enhance the public bus transport infrastructure:
 - Delivering bus priority measures on key corridors and development of strategic park and ride sites.
 - Developing integrated strategic transport hubs at Cardiff Central and Cardiff West, whilst exploring with partners the potential for a hub at University Hospital Wales.
 - Explore smart ticketing options, integrated with the Metro.
- Start delivering a Cardiff Cycling Strategy, which will include:
 - Phased implementation of new **Cycle Super Highways**.
 - An upgrade of popular routes including the **Taff Trail, Bay Loop and Castle Street**.
 - A review of the most appropriate **Cycle Hire** model for Cardiff, considering technology-led proposals.
- Place active travel at the heart of planning, transport and highway policy by:
 - Designing **safer routes to our schools and around our communities**, ensuring every school has an active travel plan for cycling and walking.
 - Rolling out more **20mph and pedestrian-friendly zones** across the city to make our streets safer and calmer.
 - Shifting car-culture through initiatives such as Car Free Day, Car Sharing and Car Clubs.
- Deliver a best-practice **Clean Air Strategy**, working across Cabinet Portfolios and Council Directorates.
- Begin to **address historic under-investment in our roads and footways** by increasing capital investment.
- **Extend enforcement of moving traffic and parking offences and deploy new technology** to manage the road network, in order to improve driver behaviour and enhance the safety of our roads.
- Bring forward a Green Paper on **Sustainable Transport in Cardiff**.



Investment & Development: Councillor Russell Goodway

CAPITAL AMBITION



Cardiff has become a great place to visit and an even better place to live. It is a young and talented city, primed for economic growth. The potential is here, it just needs to be unlocked.

With an economic climate which is already hitting the most vulnerable areas hardest, in a post-Brexit Britain there should be no doubt that the capital city represents Wales' best economic opportunity. We need to make sure that opportunity is grasped.

We need to upgrade our city infrastructure - particularly its digital infrastructure – attract more inward investment, create more and better home-grown companies, and ensure a radically-improved local education system becomes the driving force behind long-term economic gain.

We need to identify the projects and initiatives that will deliver the city's ambition and ensure they translate into jobs and opportunities for the people that need them and benefit every community across the city and beyond.

We will also need to leverage the investment potential of key high-value sectors: the creative and digital industries, and financial and professional services - sectors in which Cardiff already has companies with international profile.

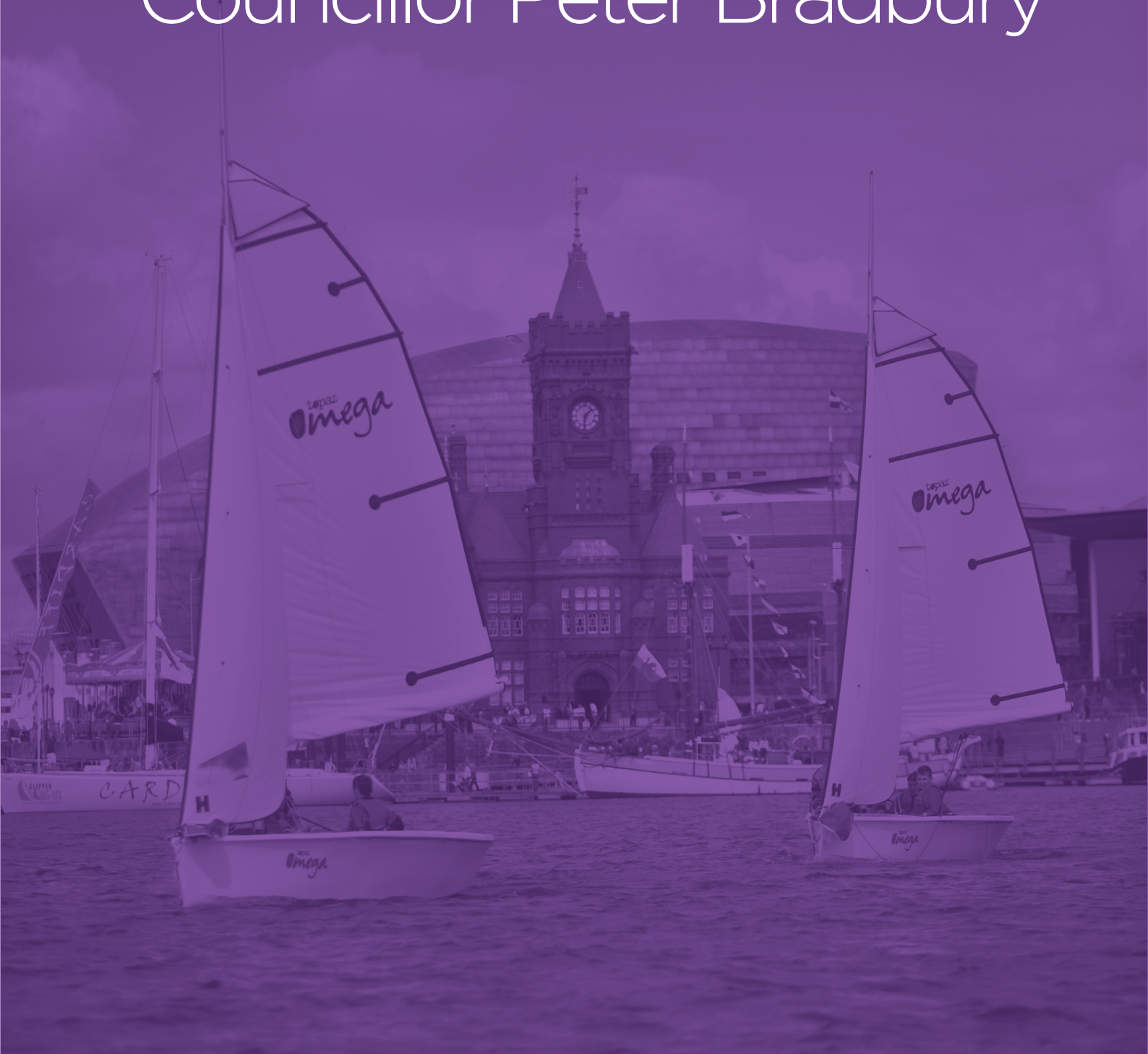
Our universities need to become central to our ambitions in the way that they haven't been in the past. Cardiff's vision will need to be smarter, more sophisticated, and more enterprising and will need to be underpinned by a set of fundamental principles:

- Cardiff needs to be ambitious for its people but that aspiration needs to be translated into firm and deliverable plans.
- The Council needs to ensure big city projects translate into economic prosperity, and the benefits need to be felt in all of the city's communities.
- Cardiff needs to be seen as being 'open for business'. The Council needs to actively engage with business and embrace the full potential of public private partnership which has served the city so well in the past.
- Cardiff's role as the driver of the city-region economy must be promoted and exploited - for the benefit of Cardiff and its surrounding areas.
- Cardiff must continue to be that outward looking, international city it has always been, acting as the connecting point between Wales and the world.
- Cardiff's high skills base needs to be translated into higher value jobs and higher wages.

We will:

- Prioritise the delivery of a new **Multi-Purpose Indoor Arena** in the best possible location to ensure it can attract the premier national and international events.
- **Set a refreshed vision for Cardiff Bay as a leisure destination**, by securing a new visitor attraction, with the possible creation of a permanent "beach style" facility and revitalising the strategy for the International Sports Village.
- **Grow the city centre as a location for businesses and investment**, including:
 - Completing a new business district and gateway to Wales to the north and south of Cardiff Central Station.
 - Delivering a new transport interchange which will be at the heart of the Cardiff Metro.
 - Creating new shared spaces for pedestrians, cyclists and vehicles throughout the city centre.
- Work with developers to bring forward plans for the **regeneration of Dumballs Road**.
- **Launch a new Industrial Strategy for East Cardiff**, aligned to the completion of the **Eastern Bay Link**.
- **Expand Cardiff's 'Knowledge Corridor'** by working with partners to secure further investment into the Maindy Park campus, Heath Hospital, the proposed new Velindre Hospital and the GE Innovation Park at Coryton.
- **Act as an advocate for the Real Living Wage initiative**, with the objective of securing its adoption by the city's employers.
- Explore with partner organisations the **establishment of community-based social enterprises** to support the Council's estate management and other support services.
- **Establish a City Business Forum** to help influence the development and implementation of the Council's investment and development agenda.
- **Create more opportunities for apprenticeships, work placements and jobs** by working with the business community, schools and young people.
- Bring forward a business-led strategy designed to address the backlog in maintenance of the city's most **historic buildings** and equipping them with the technology required to enable us to find new uses which will contribute to the delivery of the Council's economic development agenda.
- Work with the private sector and third sector partners to **expand and improve the start-up and incubator space available for new small and medium-sized enterprises** in Cardiff.
- Work with national institutions to create an **economic strategy that recognises the economic development potential of sport and culture**.

Culture & Leisure: Councillor Peter Bradbury



CAPITAL AMBITION



People love living in Cardiff. One of the main reasons is the excellent culture, shopping and sport that our city has on offer. Cardiff was ranked by its own citizens as being in the top 3 cities in Europe for cultural venues, shopping and public spaces and amongst the best for sports facilities, parks and green spaces. Despite the big budget challenges we face, this Administration is determined to make sure this doesn't change. This will mean doing things differently, working more closely with partners and community groups, and crucially, being more inventive and creative with our assets.

Cardiff is one of the greenest capital cities anywhere in Europe. We're lucky to have Bute Park right in the heart of the city centre and we're proud that for the first time 10 of our city's parks were awarded green flag status last year. This Administration knows how much our residents value our city's parks, and we will do all we can to keep them great in the face of budget cuts. Our blue spaces are something to be proud of too; and we will bring forward exciting plans for the future of Cardiff Bay.

Hosting the Champions League Final – 2017's biggest global sporting event - was brilliant for Cardiff, and for Wales. We've shown, yet again, that our capital city can deliver on the biggest stage. It was a great team effort. Next year the Volvo Round the World Yacht Race will stop in Cardiff for the first time in its history; returning to Britain for the first time in 12 years. We need more events like these. They are vital to our economy and to what makes Cardiff a great place to live, work and study.

We will:

- **Attract more major events to the city**, building on the success of the Champions League Final.
- Bring forward significant improvements in the visitor experience of Cardiff Bay, Alexandra Head and Mermaid Quay, building on Cardiff's unique industrial heritage.
- **Drive up attendances across the Council's venues and attractions**, competing with and beating our commercial competitors.
- Work with partners to explore a bid for **European Capital of Culture**.
- Deliver the **Creative Cardiff** partnership with Cardiff University.
- **Continue the Cardiff Contemporary** initiative with the city's arts community.
- **Secure the future of live music** in Womanby Street by working with the city's business and arts communities.
- Work with partners to develop an ambitious Cardiff Sport and Physical Activity Strategy, focussing front-line services on **increasing participation in sport and physical activities and unlocking continued support for sporting, play and physical activity facilities**, particularly in our city's most deprived communities.
- Develop an initiative to encourage a more **proactive public approach to street and front garden planting, pocket parks** and informal green spaces.
- Protect and enhance Cardiff's parks, green space and usable open space by creating a more **commercial and self-sustaining approach**. Major new improvement plans will focus on Roath Park, Forest Farm as well as other locations.
- Further develop an ambitious network of "Friends of" and volunteer groups through a range of partnerships and programmes to maximise the social value of citizen participation.
- Work in partnership to **return sailing to Llanishen Reservoir**.

Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

18 July 2017

Cardiff Public Services Board – overview and draft well-being objectives

Purpose of the Report

1. To outline the Committee's statutory responsibilities for scrutiny of the Cardiff Public Services Board (CPSB).
2. To advise Members of the CPSB's progress in addressing the requirements of the Well-being of Future Generations (Wales) Act 2015.
3. To provide Members with an opportunity to consider the draft Well-Being Objectives.

Background

4. In 2015, the Committee acquired overarching responsibility for scrutiny of the Council's partnership work, specifically scrutiny of Cardiff's Public Services Board (CPSB). Therefore, in line with the Council's Constitution, this Committee will perform a strategic overview role of the CPSB's performance going forward. In addition, each of the Council's five scrutiny Committees has authority to scrutinise partnership activity relevant to their own terms of reference, complementing this Committee's strategic overview of partnership activity.

Well-being of Future Generations (Wales) Act 2015

5. In April 2016, all public bodies became subject to new duties under the Well-being of Future Generations (Wales) Act (WFG). The purpose of the WFG Act is 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 pursue a common aim to improve the economic, social and environmental well-being of Wales in accordance with detailed sustainable development principles and seven national well-being goals prescribed by the Act.

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

6. The new legislation recognises that each public body has a role to play in improving well-being and sharing responsibility for contributing to well-being goals, and public bodies must take into account:

- the importance of balancing short term needs with the ability to meet long term needs;
- the benefits of a more integrated approach;
- the importance of involving those with an interest in the objectives;
- seeking views and taking them into account;
- collaborative working to meet objectives; and
- the use of preventative measures to contribute towards meeting objectives.

7. The public bodies relevant to the Act are the following:

- Welsh Ministers
- Local Authorities
- Local Health Boards
- NHS Trust including Public Health Wales and Velindre Trust
- National Park Authorities (in Wales)

- Welsh Fire and Rescue Authorities
- Natural Resources Wales
- Higher Education Funding
- Arts Council of Wales
- Sports Council of Wales
- National Library of Wales
- National Museum of Wales.

8. The Act requires each of these public bodies to publish an annual report of the progress it has made in meeting its well-being objectives.

9. The new legislation provided for the appointment of a Future Generations Commissioner for Wales, with the duty to promote the sustainable development principles, act as a guardian of the ability of future generations to meet their needs, and to monitor and assess the extent to which well-being objectives set by public bodies are met.

Public Services Boards

10. The Act prescribes the establishment of statutory Public Services Boards for each local authority area in Wales with a duty to improve the economic, social, environmental and cultural well-being of its area by contributing to the achievement of the well-being goals. These boards replace existing local partnership boards.

11. The core members of each Public Services Board (PSB) should include:

- the Local Authority;
- the Local Health Board;
- the Welsh Fire and Rescue Authority; and
- the Natural Resources Wales.

12. The Act also states that the local authority must make administrative support available to the Public Services Board. The local authority represented at the Board is responsible for convening the Public Services Board and facilitating its work by undertaking secretariat, publishing plans and reports on their website.
13. The PSB must invite the following to participate in the activity of the board: Welsh Ministers; the Chief Constable of the Police Force; the Police and Crime Commissioner; at least one body representing relevant voluntary organisations. The PSB may also invite any other person who exercises functions of a public nature to participate in the activity of the Board. For example a Community Council; Public Health Wales NHS trust; Community Health Council; National Park Authority; Higher Education Funding Council for Wales; Arts Council of Wales; the Sports Council for Wales; the National Library of Wales; and the National Museum of Wales.

Local Well-being Plans

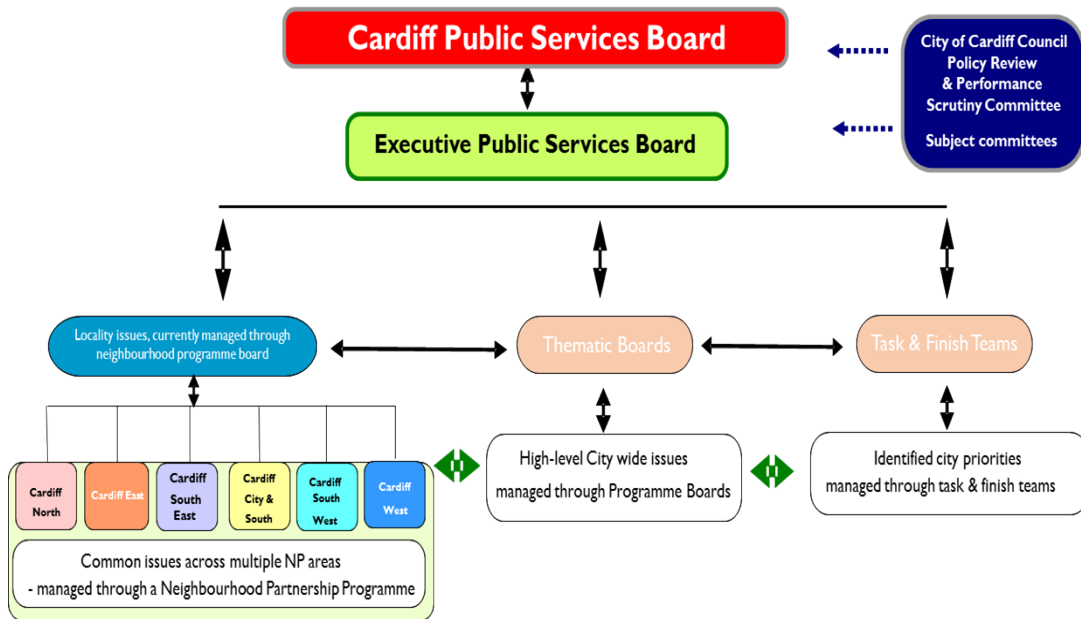
14. The PSB is required to prepare and publish a local well-being plan, which sets out the local well-being objectives and the steps it proposes to take to meet them. These must be designed to maximise the Board's contribution to delivering the well-being goals within its area; and take all reasonable steps to meet those objectives.
15. The local well-being plan must :
- a. be published within one year of the local government elections, i.e. the first must be published by 3 May 2018 and will cover a five-year period
 - b. prior to publication, be submitted in draft copy for consultation to the Commissioner; invited participants and other partners; the overview and scrutiny committee; relevant voluntary organisations, resident and business representatives; trade unions representatives etc. as identified in the Act for a period of no less than 12 weeks.

Annual Progress Report

16. The PSB is required to prepare and publish an annual progress report that must be sent to the Welsh Ministers; the Commissioner; the Auditor General for Wales; and this Committee as the nominated overview and scrutiny committee.
17. PSBs will establish their own performance management system. Where, however, progress in establishing performance management systems is poor or inconsistent Welsh Ministers have the power to set performance measures so that the local authority overview and scrutiny committee can function more effectively as an improvement mechanism.
18. Welsh Ministers will not approve PSB well-being plans, The Act makes it clear they are locally owned and subject to local scrutiny. Welsh Ministers, however, will have a power to refer a plan to the relevant local government scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner.

Cardiff's Public Services Board Arrangements

19. Cardiff has a well-developed history of partnership working that has stood it in good stead to embrace the requirements of the Well-being Act. In May 2016 the Cardiff Partnership Board transitioned into the Cardiff Public Services Board.
20. The structure of arrangements now in place are illustrated below:



Cardiff's Local Well-Being Plan - progress

21. The CPSB produced its statutory well-being assessment in March 2017, and in June 2017 approved the draft well-being objectives developed by its newly created Policy Advisory Group.
22. The Well-Being Objectives attached at **Appendix A** will now be submitted to the Future Generations Commissioner for advice.
23. Under the Act the Well-Being Plan must include a statement:
 - c. explaining why the Board thinks the objectives will contribute to achieving the well-being goals;
 - d. explaining how the objectives and proposed steps have been set with regard to the local well-being assessment;
 - e. specifying a timescale for meeting the objectives;
 - f. explaining how the steps are to be taken in accordance with the sustainable development principle (the five ways of working);
 - g. specifying the steps which will be taken to meet objectives included when these are partners' individual objectives, and by which partners, either individually or collectively;

- h. setting out the steps taken to meet the objectives in the previous plan, if it is not the first plan and to what extent those objectives were met;
- i. providing any other information the Board thinks is appropriate.

24. Statutory guidance sets out that the PSB's well-being objectives should be the Board's **objectives for change over the longer term**, while the **steps should be the actions to be taken to achieve these objectives over the short, medium or long term**. The guidance also states that the right balance must be struck between delivering for the short term and doing so in the context of priorities for the long term.

25. The plan may include objectives that are also the well-being objectives of Board members (e.g. the Council's well-being objectives as set out in the Council's corporate plan) that are to be met by steps taken by one or more member of the board, acting individually or jointly. Objectives requiring steps to be taken by non-statutory members of the Board can only be included if that partner agrees.

Role of the Future Generation's Commissioner

26. The Board must consult the Future Generations Commissioner on **how to take steps to meet the local objectives** to be included in the plan. Her advice must be given in writing; be provided no later than 14 weeks after it is sought and must be published at the same time as the plan.

27. That said, the accountability of the work of the PSB, including the Well-being Plan, is local. The commissioner will provide advice and challenge, but it is the local scrutiny committee that must provide oversight and scrutiny of the PSB and of the Well-being Plan.

28. Feedback from the Future Generations Commissioner and her office is that: A smaller number of well-being objectives (4 to 7) is preferable to a larger number of well-being objectives. PSBs are encouraged to focus *'on a smaller number of issues and using the lens of the Act to look at them differently'*.

29. Well-being objectives should be targeted based on the issues arising from the well-being assessment. They should not be generic outcome statements, should focus specifically on areas of **collective** action that address challenges identified in the Well-being Assessment.
30. The Future Generations Commissioner has published a draft strategic plan which sets out 4 'emerging priorities':
- a. Climate change - focusing on reducing emissions and tackling impacts.
 - b. Economic change - shifting to an economy that is fit for the future
 - c. Population change - tackling the challenges and opportunities of an ageing population, the changing composition of our communities and the importance of early years and adverse childhood experiences.
 - d. Citizen disengagement - championing public participation and involvement in decision-making.

Way Forward

31. At the meeting, Members will receive a presentation, which will be circulated electronically ahead of the meeting to assist members in their preparation.
32. In attendance will be the Leader, Councillor Huw Thomas, in his capacity as Chair of the CPSB; the Chief Executive, Paul Orders, in his capacity as Chair of the Executive CPSB; and Gareth Newell, Operational Manager Partnerships and Community Engagement, with responsibility for supporting the work of the CPSB.
33. Members will have an opportunity for questions, to ensure they understand the implications of the Well-Being of Future Generations Act for the Council, the governance role of the Committee in relation to the CPSB, and to gather information that will inform prioritisation of the Committee's 2017/18 work programming discussions.

Legal Implications

34. 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

35. 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

36. The Committee is recommended to:

- a. Consider the information presented, and whether it wishes to make any comments or observations to the Leader as the Council's lead

representative and Chair of Cardiff's Public Services Board, about progress in delivering the requirements of the Well being of Future Generations Act.

- b. Factor scrutiny of the CPSB Well-being Plan into the Committee's 2017/18 work programming discussions.

DAVINA FIORE

Director, Governance & Legal Services

12 July 2017

Cardiff Public Services Board - Draft Well-Being Objectives



Draft Well-being Plan Vision

To focus on 'inclusive and resilient growth' for Cardiff. To both manage Cardiff's growth sustainably and to make sure that the dividend of growth is shared with everyone, narrowing the gap across all aspects of city-life between the most affluent and most deprived communities.

Draft Well-being Objectives

1. A Capital City that Works for Wales

Ensuring Cardiff's capital city assets, relative economic strength and projected growth creates opportunities for its citizens, and the people of Wales.

2. Cardiff's Population Growth is managed in a Resilient Way

Designing the city's infrastructures, public services and protecting the natural environment, for future generations.

3. Safe, Confident and Empowered Communities

Building on their own unique strengths and assets, and joining-up public services at the community-level.

4. Cardiff is a great place to grow up

Focusing on the experience of young people (0-18) and the range of services and opportunities that they can access.

5. Supporting people out of poverty

Focusing on helping adults in to employment and on reducing household costs so that all citizens and their families have the opportunity to live productive, healthy and fulfilled lives.

6. Cardiff is a great place to grow old

Responding to the substantial increase projected in the number of older people in the city, with a focus on support and services in the community.

7. Integrating Our Public Services

Working together with our communities to modernise and integrate public services in response to the challenges facing the city.

1. A Capital City that Works for Wales - ensuring Cardiff's capital city assets, relative economic strength and projected growth creates opportunities for its citizens, and the people of Wales.

Well-being Goals

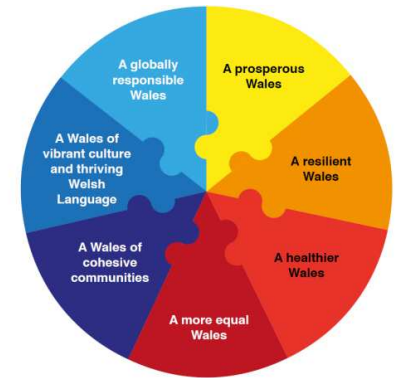
- A prosperous Wales • A resilient Wales • A healthier Wales • A more equal Wales
- A Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

Rationale

Cardiff is the economic, political and cultural capital of Wales. As well as playing a vital role in creating jobs and wealth for the people of the city and the wider city region, it is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events. Looking to the future, the capital city represents Wales' strongest economic asset and best opportunity to secure economic success. Cardiff must continue to attract and deliver major sporting and cultural events, tourists, investment, businesses and students in to Wales and to position Cardiff as a capital city of international significance in a post-Brexit global economy. In short, a successful Wales needs a successful capital city.

Example Steps:

- Working in partnership with the BID on city-centre management and promotion
- Supporting the delivery of major international events e.g. UEFA Champions League Final
- Understanding the impact of Brexit on Cardiff and developing the city's response



2. Cardiff's Population Growth is managed in a Resilient Way - designing the city's infrastructures, public services and protecting the natural environment, for future generations.

Well-being Goals

- A prosperous Wales ● A resilient Wales ● A healthier Wales ● A more equal Wales
- A Wales of cohesive communities ● A globally responsible Wales

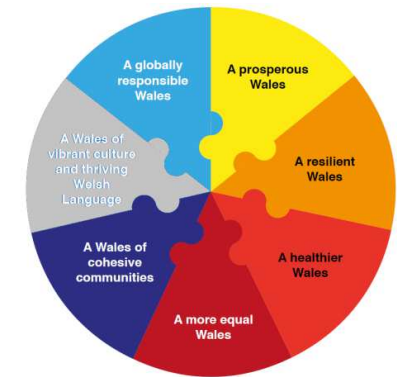
Rationale

Over the last 10 years Cardiff's population grew by 11%, making it one of the fastest growing major British cities. This growth is set to continue. Over the next 20 years, Cardiff is projected to grow faster than all major cities apart from London. Cardiff is also projected to grow far faster than any other Welsh local authority.

This growth is a sure sign of strength for the city – successful cities are those in which people want to live. However, this will bring challenges too, putting pressure on both the city's physical infrastructures, its natural environment and public services. It is therefore crucial that growth is well planned, sustainable and that its benefits are felt by everyone in the city.

Example Steps:

- Supporting Sustainable Transport and Modal Shift
- Developing Resilient City Infrastructures: Energy, Water, Green spaces
- Tackling Air Pollution
- Planning public services for the city's new communities



3. Safe, Confident and Empowered Communities - building on their own unique strengths and assets, and joining-up public services at the community-level.

Well-being Goals

- A prosperous Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities

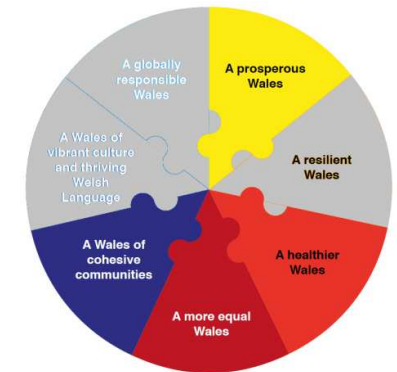
Rationale

Cardiff has strong, diverse and vibrant communities. As well as a long history of welcoming newcomers to the city, it is also a city where many people volunteer their time to improve the well-being of their communities, helping to deliver community services and look after some of the most vulnerable people in society.

However, quality of life, levels of health, income and safety varies considerably across the city. Some of the nation's richest and poorest communities are within miles of each other, each with very different needs and assets. A new approach to 'locality working' which seeks to join-up community services, coordinate spatial development and maximise the impact of public investment is required, underpinned by robust evidence and increased engagement of local communities and residents in the delivery of local solutions.

Example Steps:

- Locality Working
- Community Safety responsibilities (statutory)
- Community Cohesion e.g. Inclusive cities project
- Community Engagement



4. Cardiff is a great place to grow up - focusing on the experience of young people (0-18) and the range of services and opportunities that they can access.

Well-being Goals

- A prosperous Wales
- A healthier Wales
- A more equal Wales

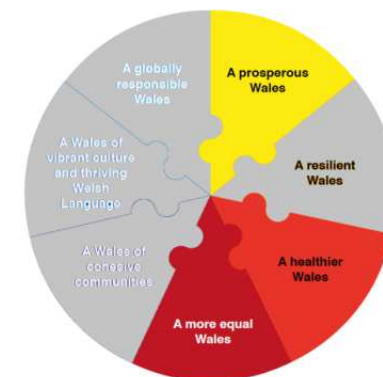
Rationale

Over the next 20 years there will be a significant increase in the number of school age children in Cardiff. Some of the city's wards are amongst the most deprived in Wales, and many of these have a relatively high proportion of young people. 16% of dependent children aged 15 and under are living in households that rely on benefits and over a quarter of children under the age of 20 in the city are living in low-income families.

A child's experience of education is also one of the most important factors that impacts on their life chances and future well-being. Although attainment levels have seen significant improvements, too many schools in disadvantaged communities are still underperforming and the gap in attainment between pupils from low-income families and those from more affluent backgrounds is too wide. Furthermore, on leaving school, those living in the more deprived areas of the city, Looked After Children, those with a disability and young adult carers are less likely to make the transition to education, employment or training. A child's family background and experiences can have a direct impact on their life prospects, long-term health and happiness. Adverse Childhood Experiences (ACEs) in the home such as abuse and neglect, and exposure to issues such as domestic abuse and substance misuse, not only affect a child's mental and physical well-being but their educational attainment and likelihood of making unhealthy lifestyle choices later on in life.

Example Steps:

- Early Help Strategy
- UNICEF Child Friendly City
- Targeted place based initiatives to support children and young people
- Adverse Childhood Experiences (ACEs)
- Cardiff Commitment



5. Supporting people out of poverty - focusing on helping adults in to employment and on reducing household costs so that all citizens and their families have the opportunity to live productive, healthy and fulfilled lives.

Well-being Goals

- A prosperous Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities

Rationale

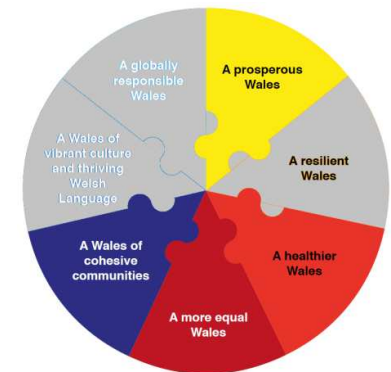
Cardiff's economy is performing well with jobs growth up, unemployment down, visitor numbers up and growth in the number of new companies created. However, the proceeds of economic growth have not been felt by all of the city's residents. Almost a third of Cardiff households are living in poverty with a high percentage of children living in workless or low-income families.

Over 50% of respondents to the 2016 Ask Cardiff Survey reported being concerned with being able to afford a decent standard of living. As well as the cost of child care, being able to afford utility bills, healthy food and the affordability of housing are particular concerns. Housing, a central component of quality of life, remains relatively unaffordable compared to other major British cities with the average house costing around eight times the average salary. There has also been a substantial increase in the number of people who are homeless or sleeping rough. Concentrations of unemployment and in-work poverty closely align with poor health, crime and educational inequalities across the city.

Reducing income inequality in particular will help reduce intergenerational poverty and improve health and well-being. Ensuring citizens have the qualifications and support they need to access good quality jobs and affordable housing will be a major driver of social mobility and contributor to long-term city wide social and economic well-being.

Example Steps:

- Greater alignment of into-work and other support services
- Rough Sleeping Strategy
- Becoming a Living Wage City



6. Cardiff is a great place to grow old – responding to the substantial increase projected in the number of older people in the city, with a focus on support and services in the community.

Well-being goals

- A prosperous Wales
- A healthier Wales
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- A Wales of cohesive communities

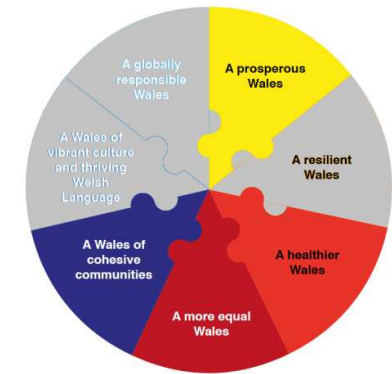
Rationale

Although Cardiff is a young city, as the city grows the number of older people is also projected to rise significantly. The number of citizens over 85 years old is expected to nearly double by 2030, placing greater demands on care services with increases in health problems, particularly chronic conditions such as dementia. Older people are also more likely to require longer and more frequent stays in hospital - nearly two thirds of people currently admitted to hospital are over the age of 65. This is already bringing added pressure on public services, with no sign of this relenting.

Finding solutions to this long-term challenge will mean public services working in ever closer partnership with the Health Service and relevant stakeholders. Joining up our resources and services at a community-level will make sure that as many people as possible are able to receive care in their communities and investment is focused into prevention and promoting independent living.

Example steps:

- Dementia Friendly City
- Integrated Independent Living Services
- Tackling Social Isolation
- Older People's Pilot Zone



7. Integrating Our Public Services - working together with our communities to modernise and integrate public services in response to the challenges facing the city.

Well-being Goals

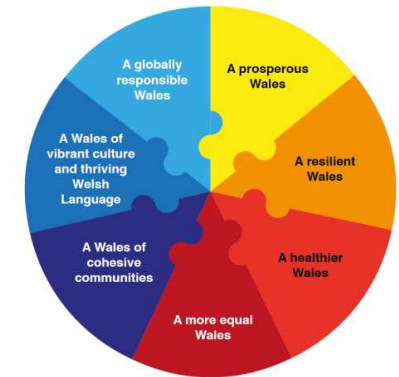
- A prosperous Wales
- A resilient Wales
- A healthier Wales
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- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

Rationale

Public services in Cardiff are changing, and will need to continue to adapt, responding to the rapid growth in population, the demands and needs of citizens, the consequences of poverty and significant and ongoing resource constraints. In the face of these challenges, greater partnership working between the public, private and third sectors will become the norm. New, innovative and collaborative approaches to public service delivery, public assets, workforce development, research and data analysis and citizen engagement will be needed to deliver fit for purpose and sustainable services.

Example Steps

- Property and Assets
- Workforce Development
- Research and Data
- City Innovation Hub - pilot studies/projects' exploring collaborative approaches
- Smart Cities



**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

18 July 2017

Work Programming - Directorate Challenges 2017/18

Purpose of the Report

1. To advise Members of the key challenges faced by four of the Council's Directorates, relevant to the Committee's Terms of Reference.
2. To seek Members' views on the Committee's 2017/18 approach to work programming.
3. To capture Members' observations, preferences in light of corporate, collaborative, and directorate challenges for the Committee's work programming discussions.

Context

4. The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (*Scrutiny Procedure Rule 7*). The Committee is tasked with constructing a work programme for the municipal year to July 2018, in consultation with Cabinet Portfolio holders and lead Directors. Members should ensure the priorities agreed mean the time available to the Committee is used most effectively by considering items in a timely fashion that maximise the impact of scrutiny.
5. This Committee's terms of reference are founded on a corporate policy and performance overview responsibility, giving the Committee dual responsibility, firstly for scrutinising, measuring and actively promoting improvement in the Council's overarching performance, and secondly for scrutinising the performance of a number of specific service areas.

6. The Committee's Terms of Reference are:

- 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, including:

Council Business Management and Constitutional Issues	Equalities
Cardiff Council Corporate Plan	Finance and Corporate Grants
Strategic Policy Development	Organisational Development
Strategic Programmes	Cardiff Efficiencies Programme
Community Planning and vision forum	E-Government
Voluntary sector relations	Information and Communication Technology
Citizen Engagement and Consultation	Council Property
Corporate Communications	Commissioning and Procurement
Contact Centre Services and Service Access	Carbon Management
International Policy	Legal Services
Cardiff Local Development Plan	Public Services Board

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

7. Full Council, on 29 June 2017, approved the following meeting dates for this Committee, which fall on a Wednesday, starting at 4.30pm.

20 September 2017	14 March 2018
4 October 2017	18 April 2018
15 November 2017	16 May 2018
6 December 2017	20 June 2018
17 January 2018	4 July 2018
14 February 2018 (budget scrutiny)	

8. The Committee's remit determines that its responsibilities fall within **three Cabinet portfolios**: the Leader; the Cabinet Member for Investment and Development; and the Cabinet Member for Finance, Modernisation and Performance. These portfolios span **four Directorates** of the current organisational structure as follows:

Resources – Corporate Director <i>Christine Salter</i>	Governance & Legal <i>Director Davina Fiore</i>
Strategic Policy Development	Corporate Governance
Welsh Government Relations	Welsh Language
Local Government Relations	Equality & Diversity
Strategic Networks	Democratic Engagement & Consultation
Public Services Board	
Inclusive Growth	Economic Development <i>Director Neil Hanratty</i>
Communications	Investment property portfolio
Performance Management & Delivery	Operational property & asset management
Finance & finance strategy	Facilities Management
Risk Management & Planning	Commercialisation & Alternative Delivery Models
Information Governance & Data	
Technology & Digital Strategy	Communities, Housing & Customer Services – Director Sarah McGill
Commissioning & Procurement	Customer Services
Health & Safety	Community & Third Sector Relations
Industrial Relations	
Human Resources	

Developing a Work Programme

9. The work programme is constructed at the beginning of the municipal year and is updated and amended during the year in order to respond to urgent priorities or policy developments. Given the range of service areas and subjects covered by the Committee, the work programme needs to be carefully constructed to ensure that the time available to the Committee is most effectively used, and to balance time invested against the potential impact of Committee's work. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.

10. There are many scrutiny approaches open to the Committee when constructing its work programme, including:
 - a. **Policy Review & Development** – where the Committee contributes to the development of policy by scrutinising and making recommendations on proposals.

 - b. **Pre decision** - Where the Committee has evaluated and commented on proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

 - c. **Inquiries** – where the Committee examines a clearly defined topic using a planned task group approach over a set period, resulting in a clear set of key findings and recommendations.

 - d. **Performance Review** – where the Committee regularly analyses key performance data from the service areas within its' remit in order to: highlight good performance; identify poor performance; examine trends over time; benchmark against other authorities; investigate management actions and examine the impact that initiatives and changes in resources have on performance and service delivery.

- e. **Monitoring Reports** - Where the Committee undertakes monitoring of the Council's performance and progress in implementing actions previously agreed.
- f. **Call In** – the Council's constitution allows for any Member to call-in a Cabinet decision prior to implementation. The Call-In period is set at seven working days after the publication of the decision on the Council's intranet site. For a decision to be valid for Call-In it has to comply with criteria and parameters set out in the constitution. A Scrutiny Committee may recommend that a decision be reconsidered.

11. Within the above approaches, Members can choose various methods of scrutiny and evidence gathering. Members can hear from relevant Cabinet Members and internal officers as well as external witnesses such as external inspectors, statutory partners, third sector organisations, service user representatives, and other relevant stakeholders. Members can consider items at full Committee, where all Committee Members have the opportunity to scrutinise the issues, either as a one-off item or as a series of items over time, focusing on the same topic. For example, scrutinising policy development, undertaking pre-decision scrutiny of the proposed policy and scrutinising the impact of the implementation of the policy. Members can also choose to consider items via short or long-term task group inquiries.

12. Scrutiny Committees therefore have the opportunity to input into the development of policies and strategies, comment on operational and service delivery issues, identify potential improvements and savings, highlight good practice and reflect the voice and concerns of the public. However, given the range of subject areas covered by each Committee, Committee Members have to prioritise items. Normally, Members prioritise items where scrutiny can have most impact, so that the time and resources available to the Committee are most effectively used.

13. Scrutiny Services has developed various tools that Members can use to assist them to develop and prioritise a work programme. The first stage is to identify

potential work programme items for consideration and prioritisation by Committee Members by seeking suggestions from Members and stakeholders; reviewing the items recommended by the previous Committee; reviewing corporate documents, forthcoming legislation, the work programmes of relevant auditors, inspectors and regulators and partnership, consortia and regional documents; and checking other relevant documentation to identify areas within the terms of reference for the Committee.

14. Following the preparation of a list of potential items, Committee Members will need to prioritise the items. A mechanism that has consistently been used by Cardiff Council Scrutiny Committees is known as PICK, which stands for:

- Public Interest
- Impact
- Council Performance and
- Keeping in context.

15. When Members agree to prioritise an area for task group inquiry, Scrutiny Services will work with them and other stakeholders to complete a scoping report that defines: the terms of reference for the inquiry; proposed timescales; involvement of other agencies; major constraints and resource issues; and the critical success factors that can be used to judge the success of the scrutiny exercise. This report is then brought to the whole Committee to discuss, amend as necessary and approve.

16. Members were recently introduced to work programming at two scrutiny induction sessions held on 20 and 22 June 2017, and invited to express initial areas of interest.

17. The Chair has invited stakeholders to identify topics. All Council Members have been e-mailed and invited to put forward suggestions for the Committee's work programme.

18. Senior managers and lead officers have been invited to contribute, both in discussion with the Chair and the Principal Scrutiny Officer, and by addressing today's Committee.
19. The programme will also be informed by key Council plans, strategies, and programmes, directorate delivery plans, the Council's Risk Register, and previous topics of interest identified by the Committee.
20. Following the meeting, all suggestions, discussions, Member observations and priorities will be incorporated into a list of possible items and circulated to Committee Members for prioritisation during August 2017.
21. The final work programme will be discussed and agreed at the Committee's meeting on 20 September 2017.
22. Members are advised that it will be important not to programme too many issues on one agenda, with three items being optimal. Therefore, discounting February's meeting for consideration of the budget, the Committee can consider a maximum of 30 items over the remaining ten meetings.

Scope of the Scrutiny

23. This item will provide the Committee with an opportunity to gain an understanding of the operations of four Directorates relevant to its Terms of Reference, the challenges they face, how they are planning to meet them, and how Scrutiny can assist in the challenge. Directors have been asked to highlight for the Committee:
 - The key challenges faced for 2017/18; and
 - How they consider the Committee's work programme for 2017/18 could constructively assist in the improvement of services.

Way Forward

24. At the Committee Members will hear from the following Directorates:

- **Resources** - Christine Salter, Corporate Director Resources;
- **Economic Development** – Tara King, Assistant Director Commercial Services and Helen Jones, Strategic Estates Manager;
- **Communities, Housing and Customer Services** - Sarah McGill, Director and Isabelle Bignall, Assistant Director Customer Services and Communities;
- **Governance and Legal Services** - Davina Fiore, Director.

As the Committee's principal Directorate, the Corporate Director Resources has been invited to deliver a presentation. For all other Directorates a verbal briefing will be provided. The presentation is attached at **Appendix A**, to assist Members in their preparation.

25. Members will have an opportunity to question Directors about the challenges ahead, and may wish to identify those challenges they feel should go forwards for further consideration in setting the Committee's work programme for 2017/18.

Legal Implications

26. 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

27. 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

28. The Committee is recommended to:

- a. Agree its approach to work programming for 2017/18.
- b. Note challenges referenced in Directorate briefings they consider should go forward for inclusion in the list of work programming possibilities, to be circulated in August 2017.

DAVINA FIORE

Director, Governance & Legal Services

12 July 2017

Mae'r dudalen hon yn wag yn fwriadol

Resources Directorate

Key Challenges for 2017/18

Policy Review and Performance
Scrutiny Committee

make the
difference | gwnewch
wahaniaeth





Directorate Profile

- 2017/18 Budget
 - Net controllable budget £18.112m
 - Savings target £1.4m
 - Savings Target / Controllable budget 7.7%

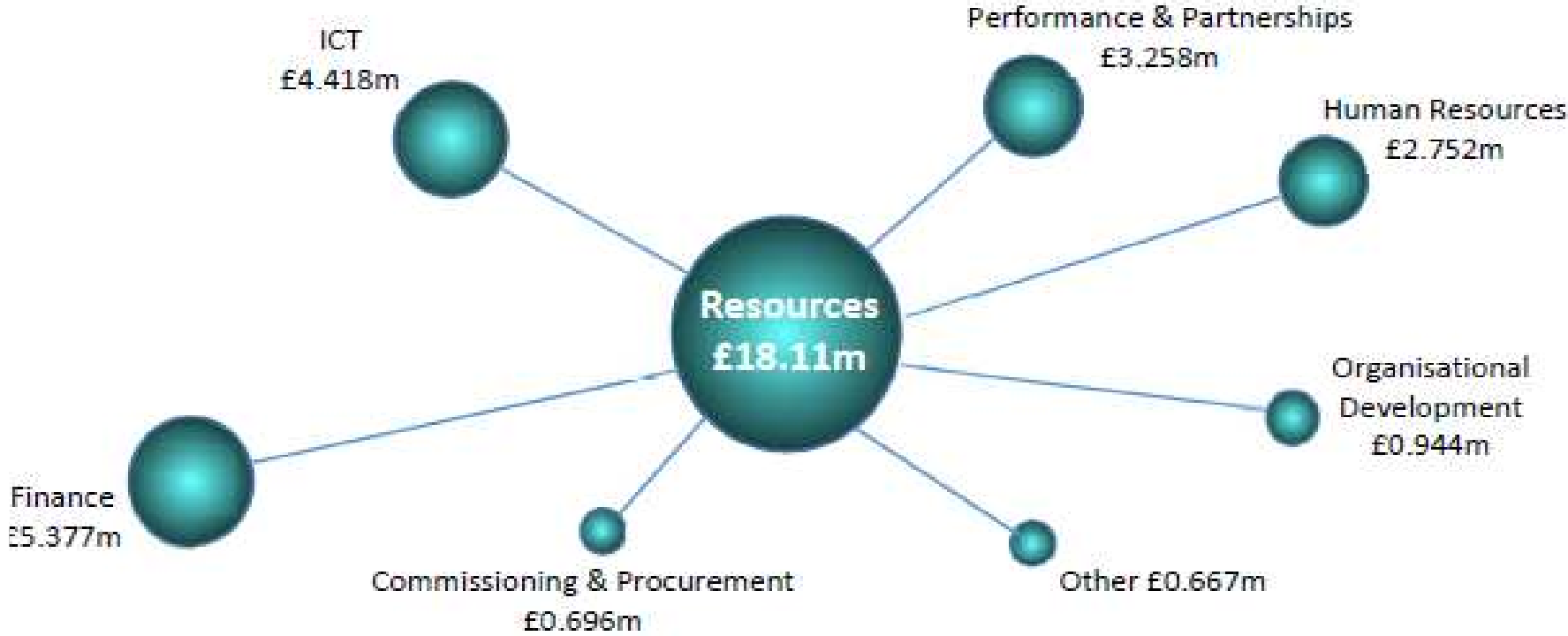
- Workforce
 - full time equivalents 577
 - Gender split 53% f 47.23% m
 - Age profile 54% over 45

Page 76

Split of Budget Across Functions



Page 77



Extract from Directorate Delivery Plan: Priorities



- Developing internal workforce arrangements to enable the workforce to deliver the changing priorities of the organisation
- Developing opportunities for gaining employment in the Council
- Health and well-being of the employees
- Collaboration of services to optimise resources
- Digitalisation of services (internally and externally) to enable efficient working practice and to enable customers to interact through their preferred methods and in the most efficient way
- Greater flexibility and access to technology to enable improved customer relationship management alongside the ability to keep pace with private sector offer
- Further work on Medium Term Financial Planning, with a focus on the links between financial planning and service delivery plans
- Ensuring the Council works with responsible, ethical and sustainable companies to deliver social, economic, environmental and cultural well-being through procurement
- Supporting the development and implementation of the Council's strategic vision and its contribution towards achieving city-wide Outcomes.

Aspects of Potential Interest to PRAP Scrutiny 1



- *Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority*
 - Increase provision of apprenticeships traineeships and work placements for young people and work based training enabling them to develop appropriate skills, knowledge and experience
 - Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers
 - Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and well-being of employees

Aspects of Potential Interest to PRAP Scrutiny 2



- *Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods and to enable the Council to adopt more efficient working practices*
 - Develop a customer portal application to enable customers to interact with Council services
 - Implement the Corporate SharePoint to deliver an Electronic Document Record Management System (EDRMS) which will enable document management, improved record management and remote secure access
 - Further enhance agile and mobile working through the implementation of additional communication tools

Aspects of Potential Interest to PRAP Scrutiny 3



- *Support the development and implementation of the Council's strategic vision and its contribution towards achieving city-wide Outcomes*
 - Implement the new Performance Management Strategy across the organisation to support the Council's continued improvement
 - Deliver communications content and public relations campaigns both internally and externally across a range of platforms including traditional media, social media, the staff app, the intranet and In Cardiff which supports the development of the City Council's strategic vision and its contribution to achieving city-wide outcomes
 - Lead the development of the city's Well-being Plan on behalf of the Public Services Board, to be approved by Council by April 2018

Aspects of Potential Interest to PRAP Scrutiny 4



- *Maximise Economic, Social, Environmental and Cultural Well-being*
 - Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to pay their staff the Living Wage
 - Work with major contractors and providers to deliver increased social value delivered through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on long term economic inactivity