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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 4 OCTOBER 2017, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Jacobsen,
Mackie, McKerlich and Murphy

Time approx.

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Senior Management Arrangements - consultation (Pages 1 - 32) 4.30 pm

- Councillor Huw Thomas, Leader of Cardiff Council will be in attendance and may wish to make a statement.
- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance will be in attendance and may wish to make a statement.
- Paul Orders, Chief Executive will attend Committee to outline the draft proposals and answer Members Questions.
- Questions by Members of the Committee.

4 Wales Audit Office Annual Improvement Report 2016-17 (Pages 33 - 64) 5.10 pm

- Sara-Jane Byrne and Steve Barry, Wales Audit Office will be in attendance to present the Wales Audit Office Improvement Report 2016/17.

- Councillor Chris Weaver, Cabinet Member, Finance, Modernisation & Performance, will be in attendance and may wish to make a statement.
- Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources and Joseph Reay, Head of Performance & Partnerships will be in attendance for this item.
- Questions by Members of the Committee.

5 Cardiff Council Statutory Improvement Report 2016/17 (*Pages 65 - 132*) 5.50 pm

- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance, will be in attendance and may wish to make a statement;
- Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources and Joseph Reay, Head of Performance & Partnerships will be in attendance for this item;
- Questions by Members of the Committee.

6 Customer Leadership Task & Finish Inquiry (*Pages 133 - 136*) 6.25 pm

7 Way Forward 6.30 pm

- Senior Management Arrangements – consultation
- Wales Audit Office Annual Improvement Report 2016-17
- Cardiff Council Statutory Improvement Report 2016-17

8 Any other business and date of next meeting 7.00 pm

The date of the next scheduled meeting of the Policy Review and Performance Committee is Wednesday 15 November 2017 at 4.30 pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 28 September 2017

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

4 October 2017

Senior Management Arrangements - consultation

Reason for the Report

1. To provide Members with an opportunity to feed into a consultation by the Chief Executive on the proposed senior management arrangements.

Background

2. The Committee's Terms of Reference include scrutiny of the Council's use of human resources.
3. The Chief Executive is proposing to amend the Council's senior management structure in line with the new Administration's statement of priorities, Capital Ambition.
4. Attached at **Appendix A** is the report and four appendices outlining the proposed senior management arrangements, agreed by the Cabinet on 21 September 2017.
5. The report gives the Chief Executive permission to remodel the Senior Management team subject to the outcome of an agreed consultation process and period; and to take a further report to Cabinet in November providing confirmation of the model proposed and the process for change, taking into account issues raised during the consultation process.

Issues

6. Capital Ambition is central to the proposed changes, the guiding principles for the proposed arrangements are therefore:
- **A shift to digital first public services** - to deliver substantial savings and shape the technology environment of the local areas;
 - **Collaboration in shared services** – enhancing regional working and delivering economies of scale;
 - **Service integration in Social Care, Health and Housing** – working across public services, focussing on the interface between social care health and housing, and addressing the demand pressures of an aging population;
 - **Increases in Looked After Children** – addressing the growing pressure of increasing numbers of Looked After Children, where the complexity of cases continues to increase;
 - **Waste management and street cleansing** – addressing the need to meet challenging statutory recycling targets of 70% by 2025;
 - **The Council’s Role as Corporate Landlord** – addressing the Council’s obligation to ensure its operational and non-operational properties are managed and maintained to the highest standards with a consistent approach;
 - **Ensuring Continuity of Leadership and Management:** - addressing the WAO 2016 Follow-On report that better arrangements to support improvement are in place but now the Council is at a critical point in embedding those arrangements.
7. Members will find at **Appendix 1 of Appendix A** the current senior management team arrangements. At **Appendix 2**, the ‘To Be’ option proposed to address the challenges listed above, and at **Appendix 3** clarification of what the new model means for the new Corporate Director and Director roles in terms of service responsibilities.

8. The proposed senior team model is cost-neutral and reduces the current senior management structure from 17 to 16. Key changes to senior management arrangements can be found at **points 10-20** of the Cabinet Report attached at **Appendix A**. They include
 - a. The creation of five new posts, Corporate Director People and Communities, Chief Digital Officer, Assistant Director Corporate Landlord; Assistant Director Street Scene and Head of Democratic Services.
 - b. Re-designation of the Director of City Operations as Director Planning, Transport and Environment.
9. Of interest to Members will be the creation of a Head of Democratic Services. This post will provide a central advocate for Members in the drive for Local Government Reform, and have managerial responsibility for scrutiny and democratic services.
10. HR consultants, HayGroup, were asked to benchmark the proposed senior management arrangements, comparing the authority with others in the UK including Core Cities. A copy of their report is attached at **Appendix 4 of Appendix A**. Their analysis concludes that, at 16, the number of Tier 1&2 management roles proposed to lead Cardiff Council is less than the national average of 22.

Scope of the Scrutiny

11. Councillor Huw Thomas, Leader, Councillor Chris Weaver, Cabinet Member Finance Modernisation and Performance, and Paul Orders, Chief Executive; will attend committee to consult Members on the Senior Management Arrangements and answer Members questions.
12. The Committee's comments and observations are invited as an integral part of the consultation process. Final proposals to Cabinet in November will take account of all consultation responses.

Legal Implications

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

Financial Implications

13 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:

- (i) Consider the proposed Senior Management Arrangements and whether it wishes to relay any comments or observations for inclusion in the consultation, for consideration by the Cabinet in November.

Davina Fiore

Director of Governance & Legal

28 September 2017

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SENIOR MANAGEMENT ARRANGEMENTS

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 6

CHIEF EXECUTIVE

Reason for this Report

1. To seek Cabinet approval for an amended senior management structure in line with the new Administration's statement of priorities – Capital Ambition - and the pending retirement of the Director of Social Services. The amended senior management model involves the deletion of various posts, which are outlined in the report, to support the creation of new roles, on a cost-neutral basis, to reflect the Council's emerging agenda.

Background

2. In July 2017 the Cabinet published its Capital Ambition which set out the Cabinet's commitments for Cardiff. The programme is wide-ranging with "commitments for Cardiff" covering the spectrum of Council services. In particular, the Administration outlines a number of proposals that involve changing and/or improving the way in which the Council delivers services to citizens and communities.
3. These include:
 - Adopting a Digital First approach to council services: "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";
 - Joining-up 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";
 - "Keeping our streets and neighbourhoods clean and well-maintained"; and

- “Breaking down barriers and joining up services at the community level by placing social care at the heart of the Council’s emerging localities approach”.
4. To ensure that the areas of focus identified above are managed in a coherent way, along with the retirement of the current Director of Social Services during the first half of 2018, there is a need to review and realign senior management arrangements to ensure delivery of the Capital Ambition agenda.
 5. The purpose of this report is to put forward for consultation specific proposals relating to the shape and structure of the senior management team and to identify the specific requirements for filling new posts, as required. These proposals, if agreed by Cabinet, would then be consulted on with the employees and trade unions concerned.
 6. Cabinet agreed the Council’s Budget Strategy Report in July 2017 which set out the financial challenges that the Council faces over the short and medium term. Any review of the senior management structure will need to be contained within the existing budget allocated for senior management.

Context

7. Capital Ambition reinforces the need for the Council to respond to several critical challenges that impact on the ability to deliver high quality services in a financially constrained environment.
 - A Shift to Digital First Public Services: Technology is serving to transform the context of local public services. Increasingly, local authorities are seeking to automate processes, shift customer transactions and services into online channels of communication, and migrate Council systems into cloud-based solutions. The aim is the delivery of substantial savings and concurrent improvements in customer services. In addition, digital councils are increasingly seeking to shape the technology environment of the local areas. Cardiff has one of the best developed fibre networks in the UK yet its profile as a ‘Smart City’ – one that uses technology to solve complex problems – is limited, with only rudimentary steps taken to draw on the expertise of the city-region’s technology cluster.
 - Collaboration in Shared Services – In January 2017 the Cabinet Secretary for Finance and Local Government published the White Paper on Local Government Reform which set out proposed arrangements for enhanced regional working. This was followed by an Oral Statement on 18 July 2017, setting out an approach to local government reform underpinned by ‘*systematic and mandatory regional working to ensure [local authorities] are resilient, both financially and in terms of the services they provide.*’ Central to this agenda will be the delivery of economies of scale

through greater collaboration – at a regional or national level - around shared services, including: technology platforms, to offer greater consistency as well as cost savings; specialist services where expert knowledge or skills can sometimes be in high demand and short supply; and joint or shared transactional services where processes are consistent.

- Service Integration in Social Care, Health and Housing - As stated in 'Capital Ambition,' there is a need for the Council to work '*across the public services in order to deliver lasting solutions to complex problems.*' In no area is the need for greater integration across public services than at the interface between social care, health and housing, particularly in relation to supporting older people. The number of citizens in Cardiff between 65 and 84 is projected to rise by 45% over the next 20 years, and the number over 85 years old, is expected to nearly double. The demand pressures and costs associated with an aging population are significant and projected to increase. Finding solutions to these long-term challenges will mean adopting a whole-system approach across social care, health and housing to help older people stay as safe, healthy and independent as possible, and to lead lives that have value, meaning and purpose in their own homes, and in their communities.
- Increases in Looked After Children: The Council continues to experience growing pressures in the area of children's services with a sharp increase in the numbers of Looked After Children in the last eighteen months, despite the implementation of important preventative measures, like the Multi-Agency Safeguarding Hub, and the introduction of the Signs of Safety approach to child protection. The complexity and severity of cases continues to increase, with the courts reinforcing the need for the Council to take action to protect vulnerable children.
- Waste management and street cleansing: Keeping Cardiff's streets and neighbourhoods clean and well maintained is identified as a priority in Capital Ambition with a commitment to integrate Council services at a neighbourhood level as part of a 'Total Street' approach. Furthermore, while Cardiff is Britain's leading major city for recycling, the city must meet challenging statutory recycling targets of 64% by 2020 and 70% by 2025 if substantial fines are to be avoided.
- The Council's Role as Corporate Landlord: Property represents one of the Council's most significant assets and areas of spend, representing the second largest call on the Council's budget after staff costs - circa £60m per annum with over 500 operational properties. As the landlord for these assets the Council has an obligation to ensure that they are managed and maintained to the highest standards, including compliance with statutory obligations and health and safety requirements. The responsibility for the management of the Council's non-domestic buildings, and the

associated budgets, is at present spread across a number of Service Areas and Directorates. As a result, there is no consistent approach to the management of the assets. The creation of one cohesive operating model in the organisation leading on all non-domestic property matters is a key requirement, including: the centralisation of non-domestic property services; strengthening of the health and safety compliance function; procurement of the second generation of Building Services Frameworks; and the design, procurement and implementation of new technology to support the new Corporate Landlord function.

- Ensuring Continuity of Leadership and Management: In September 2014, the findings of a Wales Audit Office Corporate Assessment provided a critical assessment of the Council's performance. In summary, it concluded that: *"Fragmented leadership and management have meant that weak performance in key service areas has not improved"*. It was on this basis that the senior management structure was reviewed and revised in 2015. In 2016 the Wales Audit Office 'Follow On' report recognised that the Council has put in place better arrangements to support improvement and to address longstanding issues, but was now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes.

Current Position

8. The existing senior management structure (**Appendix 1**) is made up of:

- Director Communities, Housing and Customer Services
 - Assistant Director Housing & Communities
 - Assistant Director Customer Services & Communities
- Director Economic Development
 - Assistant Director Commercial Services
- Director Education and Lifelong Learning
 - Assistant Director Education & Lifelong Learning
- Director Social Services
 - Assistant Director Children's Services
 - Assistant Director Adult Services
- Director City Operations
- Corporate Director Resources
 - Director Governance & Legal Services
 - Head of Service Finance
 - Chief HR Officer
 - Head of Performance & Partnerships

9. The Hay Group Structure Benchmarking report is attached as Appendix 4. This report was undertaken in June 2017 and was a follow-on report from one undertaken in 2015. It compares Cardiff Council with other councils, including the Core Cities, at Tiers 1 & 2 and shows that:
- The average number of officers at Tier 1 is 5. This is fewer than Cardiff, who have 7 officers at Tier 1, though the disparity is smaller than in January 2015.
 - The average number of officers at Tier 2 is 18. This is significantly more than Cardiff, as with 9 Tier 2 officers Cardiff has the fewest in the sample.
 - The average total number of management roles is 22. With a total of 16 Tier 1 and 2 roles, Cardiff has one of the lowest total management roles in the sample, due to the lower number of Tier 2 officers.

Proposed Senior Team Model

10. An overview of the proposed new senior management arrangements is attached as Appendix 2. More detailed directorate responsibilities are outlined in Appendix 3. The changes to the model are as follows:
- Corporate Director People and Communities (new post)
 - Chief Digital Officer (new post)
 - Assistant Director Corporate Landlord (new post)
 - Director Planning, Transport & Environment (previously City Operations)
 - Assistant Director Street Scene (new post)
 - Head of Democratic Services (new post)
11. The new role of Corporate Director People and Communities will oversee the integration of housing, social care and health strategies to promote and maintain the independence and health of the city's most vulnerable citizens. This is a senior level role designed to address the urgent service delivery and financial challenges posed by growing demands on the city's social and housing services. It will seek to promote the further development of preventative measures, building on recent developments such as the Multi-Agency Safeguarding Hub and the Independent Living Service. Delivery of bespoke accommodation for people in need would be a key area of focus. As part of the delivery of these arrangements, the current post of Director of Communities, Housing and Customer Services will be deleted. Following the appointment of the Corporate Director People and Communities there will also be a review of the operational management arrangements across Housing and Social Services to ensure effective delivery of key priorities within existing resources.
12. The Director of Social Services will directly manage Children's Services, alleviating the need for an Assistant Director for Children's Services, which has previously been the subject of five unsuccessful recruitment processes. The existing post of Assistant Director Children's Services will

be deleted on appointment of the new Director of Social Services and interim arrangements terminated. As a consequence, it is proposed that the post-holder should have senior level experience of successful management in a children's services environment. As part of the review of operational management arrangements, particular consideration will be given to ensuring capacity in the area of children's services.

13. This Director of Social Services will also continue to hold the associated statutory role of Director of Social Services, which includes the following accountabilities:
 - Clear Professional Leadership
 - Advice to Head of Paid Service and Councillors on Strategic Direction and Social Services Responsibilities
 - Strong Performance Management and Improvement Arrangements and Reporting
 - Sound Child and Adult Safeguarding Arrangements and Reporting
 - Workforce Planning and Professional Development
 - Partnership Working within and Outside the Local Authority.
14. The statutory role must have reliable systems and flows of information to monitor, influence, challenge and be accountable for performance, quality, risk and opportunity across the full range of Children's and Adults' commissioning, service provision and practice. Therefore, it is vitally important that reporting and accountability arrangements are clearly laid down and understood between this role and the Corporate Director People and Communities, and the Director Education and Lifelong Learning. The Director of Social Services will continue to play a pivotal role as a member of the Council's Senior Management Team.
15. In response to the need to change services through the roll out of new technologies and the digitisation of processes, it is proposed that the post of Chief Digital Officer should be established. This will ensure senior level leadership of the digital agenda, accelerating the shift to online 24/7 services. The post will also play an advocacy role for Cardiff as a smart city – working with partners on shared services and high-tech solutions to city problems. The cost of the post will be partly offset by deletion of an Enterprise Architecture Operational Manager post, which is currently vacant.
16. In response to Capital Ambition, it is proposed that the current Director of City Operations should be renamed to become Director of Planning, Transport & Environment with overall strategic management responsibility for a broad range of frontline services including planning, transport, highways, cleansing and in addition waste management. It is proposed that this should be supported by a new post of Assistant Director Street Scene with responsibility to integrate relevant services including highways, enforcement activities, waste management and cleansing and charged with delivering the Administration's commitment to "develop a 'total street' approach to keeping streets and public spaces clean that join up Council services". In supporting this approach and following the appointment of the Assistant Director Street Scene, a new

operational management structure will be developed with a risk that current managers may be displaced from the new establishment. The current post of Assistant Director Commercial Services will be deleted.

17. In the Economic Development directorate, it is proposed that a new post of Assistant Director Corporate Landlord will be established to ensure the development of the Council's property estate, including a sharp focus on the Council's legal and compliance obligations in this area. The Cardiff Harbour Authority and Parks will become the managerial responsibility of the Director of Economic Development – reflecting synergies between these areas and the Council's approach to property, events and wider economic development.
18. Finally, it is proposed that a new post should be established within existing resources at OM1 level dedicated to discharging the responsibilities of statutory Head of Democratic Services. This will report to the Director Governance and Legal Services and will include managerial responsibility for scrutiny and democratic services which will require a review of the current operational management structure. It will provide additional senior level support to, and advocacy on behalf of, elected members, in accordance with the commitment of the White Paper on Local Government Reform to reinforce the centrality of local members to the future of local government. The duties of Head of Democratic Services is currently covered by Geoff Shimell on an interim basis, and these arrangements will cease on the successful appointment to the new role.
19. The salaries of Tier 1 and 2 roles were independently benchmarked in the review which took place in 2012 and the current level of remuneration is broadly aligned to the Core Cities, London Boroughs and the public and not-for-profit sector medians. Therefore, it is not proposed, as part of this remodelling, to change the spot salaries of the roles of the Corporate Director, Director, Assistant Director, Chief Officer or Head of Service. However the new role of Chief Digital Officer has been evaluated by Hay Group and is proposed at a spot salary between Director and Assistant Director.
20. It is proposed that the new Corporate Director People and Communities; Chief Digital Officer; Assistant Director Streetscene; and, Assistant Director Corporate Landlord are advertised externally. This is a Welsh Government requirement for the Corporate Director role.

Process for Change

21. The Standing Orders (Wales) Amendment Regulations 2014 require posts over £100k salary to be publicly advertised. Therefore, this needs to be a consideration in the process for moving from the current structure to the proposed model. As a result of these rules an Authority cannot ring-fence any vacancies with salaries over £100k or above as 'suitable alternative employment' for redundant employees, but must advertise them externally.

22. Advice has been received which states that it is possible to divide up the duties of one deleted post between other existing post-holders without the need to advertise the receiving posts as there would be no vacancies to advertise. However, the extent to which this can be applied without turning the receiving posts into new posts is not detailed in the Regulations. This report has been prepared on the basis that, as long as any additions to current roles are only minor, then those roles are counted as not changing.
23. Subject to consultation with affected employees and their representatives, the following roles have been identified as having no, or only minor, changes and, therefore, there would be no change for the current incumbent, except for reporting lines if required:
- Corporate Director Resources
 - Head of Finance
 - Chief HR Officer
 - Head of Performance & Partnerships
 - Director Economic Development
 - Director Planning, Transport & Environment
 - Director Education and Lifelong Learning
 - Assistant Director Education & Lifelong Learning
 - Director Governance & Legal Services
 - Assistant Director Customer Services (change in reporting line)
 - Assistant Director Housing & Communities
 - Assistant Director Adult Services
24. The following roles are considered new roles and, therefore, will need to be advertised externally:
- Corporate Director People and Communities
 - Chief Digital Officer
 - Assistant Director Corporate Landlord
 - Assistant Director Street Scene
25. As previously stated above, the current Director Social Services has confirmed that he wishes to retire in the early part of 2018, therefore this role, with the emphasis on Children's Services, will also be advertised externally.
26. There are two employees under the proposed senior management model potentially displaced as part of this restructure and if they are displaced as part of the recruitment exercise either due to them not applying for a post or through being unsuccessful in the recruitment process, then they will be made redundant with the appropriate notice period. There is a requirement under the Welsh Government Guidance and Regulations affecting processes for Chief Officer pay in Local Government for any severance package over £100k to be agreed by Full Council. Any employees made redundant through this process would be paid severance in line with the Council's severance arrangements at that time. The £100k limit includes:

- Salary paid in lieu;
 - Lump sum severance payment; and
 - Cost to the Authority of any pension enhancements
27. Once Tier 1 and 2 remodelling has taken place, there will be a process by which tiers below this level will be reviewed to take account of the changes to the services within Directorates. In the short term existing arrangements will continue until realigned.

Process for Decision

28. There are a number of stages that will need to be completed in order to make changes to the current senior management structure, and these have been added to by the Standing Orders (Wales) Amendment Regulations 2014. The stages that are now required to be followed are:
- This report to Cabinet to agree to the consultation process being undertaken.
 - Consultation with individuals and Trade Unions by Chief Executive.
 - Final proposal to Cabinet by Chief Executive to include feedback from all consultations in November 2017.
 - Report to Employment Conditions Committee to set the salary; set the duties, qualifications, qualities, and terms and conditions of employment for the role of Chief Digital Officer (Deputy Director) and consider whether to fill the new roles; and authorise public advertisement.
 - The final proposal to Council on 30 November 2017.
29. Appointments to the new roles to be made by Appointments Committee, which must also make the decision to dismiss any redundant Directors.

Reasons for Recommendations

30. Proposals have been designed to ensure that the Council's senior management team is resourced to deliver the objectives as outlined, to integrate services and to reduce costs at this level of the organisation. The recommendations recognise the need to complete the detail of the new posts and to ensure that full consultation takes place ahead of any decision to proceed.

Legal Implications

31. It is the responsibility of the Cabinet to decide on employment strategy and policy in so far as this has not been further delegated. The Cabinet may therefore determine the broad Senior Management arrangements of the Council.
32. However this is subject to a number of specific requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006, as amended in 2014. These requirements are further set out in the

Employment Procedure Rules contained within the Council's Constitution.

33. Under the Regulations and the Employment Procedure Rules the appointment or dismissal of various officers, including Corporate Directors, Directors, Assistant Directors, and the Head of Democratic Services, must be made by the Council or by a Committee of members delegated by the Council to make the appointment or dismissal, which Committee must contain at least one Cabinet member, but not more than half of the members of that Committee shall be Cabinet members.
34. The dismissal of any of these officers for redundancy, and appointments to newly created posts, are within the terms of reference of the Appointments Committee.
35. Furthermore, the Council's Employment Procedure Rules, as required by the Local Authorities (Standing Orders) (Wales) Regulations 2006 (as amended in 2014) state under Rule 2 that:

Rule 2 Recruitment of Chief Officers

- (a) *A vacancy for the post of Chief Officer must be reported to the Council or body delegated to do so which will consider whether the post should be filled, and if so, subject to Rule 2A, the terms and conditions of employment and method of appointment.*
- (b) *Where the proposed remuneration of the Chief Officer post is £100,000 or more per annum, the Council will arrange for the following to be prepared:-*
 - (i) *A statement of the duties of the officer concerned and the required qualifications or qualities to be sought in the person appointed, which is sent to any person on request; and*
 - (ii) *Public advertisement of the post to bring it to the attention of people who are qualified to apply, unless the proposed appointment is for a period of 12 months or less.*
- (c) *Following advertisement, the Council will arrange for either all qualified candidates to be interviewed; or a shortlist to be prepared of qualified applicants and those candidates interviewed. If no suitably qualified person has applied, or if the Council decides to re-advertise the appointment, the post will be re-advertised in accordance with paragraph (b) above.*

Rule 2A Remuneration of Chief Officers

Any decision to determine or vary the remuneration of Chief Officers (or those to be appointed as Chief Officers) must be made by full Council.

36. The terms of reference of the Employment Conditions Committee include policy and issues arising from the organisation, terms and conditions of

Directors and Assistant Directors (note that, as stated above, remuneration of Directors is subject to the decision of full Council).

37. All existing officers affected by the proposals are currently on JNC Terms and Conditions of employment. These set out a process for consultation in potential redundancy situations.
38. The first requirement of the JNC Conditions is to consult with any officer affected at the earliest possible stage when there is a suggestion that the officer's post might be proposed for deletion.
39. The JNC Conditions further provide that once proposals have been formulated to delete an officer's post there should be a consultation process lasting 28 days, with the right for individuals and trade union representatives to address the Committee or Council meeting concerned before a final decision is made.
40. Some officers will be displaced by the new structure. The JNC Terms and Conditions provide that those officers should be offered any suitable alternative employment that may be available, or which may become available, in consequence of the reorganisation. If no suitable alternative employment is available the Conditions require the Authority to explore the possibility of providing an alternative post.
41. This requirement has become difficult to satisfy since the Local Authorities (Standing Orders) (Wales) Regulations 2006 were amended in 2014. As has been pointed out in the text of the Report, the Regulations now require that posts with a salary over £100,000 should be publicly advertised. It is therefore not possible to ring fence any such new posts to redundant officers.

Financial Implications

42. This report sets out the arrangements for consultation of a revised Senior Management Structure. Financial implications will be confirmed when the consultation process is completed with the aim of being cost neutral.

HR Implications

43. The proposed model as set out in the report is designed to meet the Cabinet's Capital Ambition and the delivery of its commitments. The proposal is subject to consultation with affected employees and their representatives. It is proposed that the consultation take place during September/ October and an updated report presented to Cabinet/Council in November as set out in the process for decision.
44. An Equality Impact Assessment of the restructure has been completed and there are no adverse impact on any specific groups.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the proposed remodelling of the Senior Management Team on a provisional basis subject to the outcome of the consultation process.
2. approve a consultation period on the proposed model to commence immediately following cabinet approval.
3. receive a further report in November which will provide confirmation of the model proposed and the process for change taking account of issues raised during the consultation process.
4. delegate authority to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign managers and support staff to the remodelled structure.

PAUL ORDERS

Chief Executive

15 September 2017

The following Appendices are attached

Appendix 1 – Existing Senior Management structure

Appendix 2 – Proposed Senior Management structure

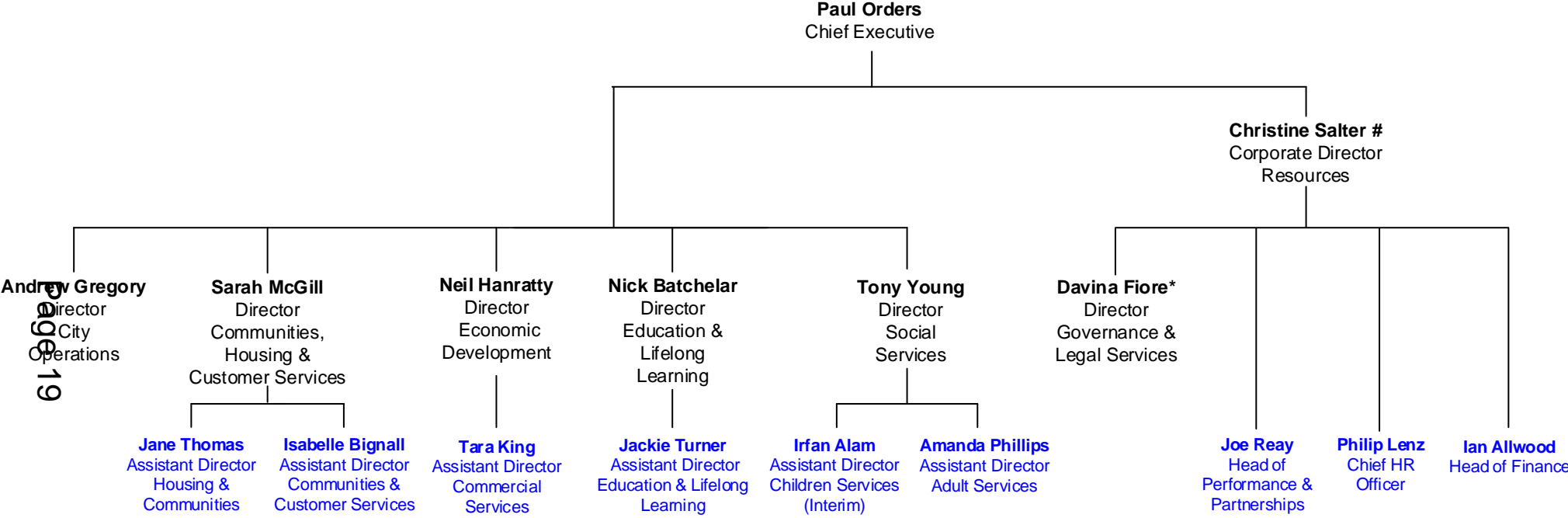
Appendix 3 – Detail of proposed functions under each Directorate

Appendix 4 – Hay Group Benchmarking Report June 2017

The following Background Papers have been taken into account:

- Equality Impact Assessment
- Statutory Guidance on the Role and Accountabilities of the Director of Social Services

Appendix 1 – Current Structure

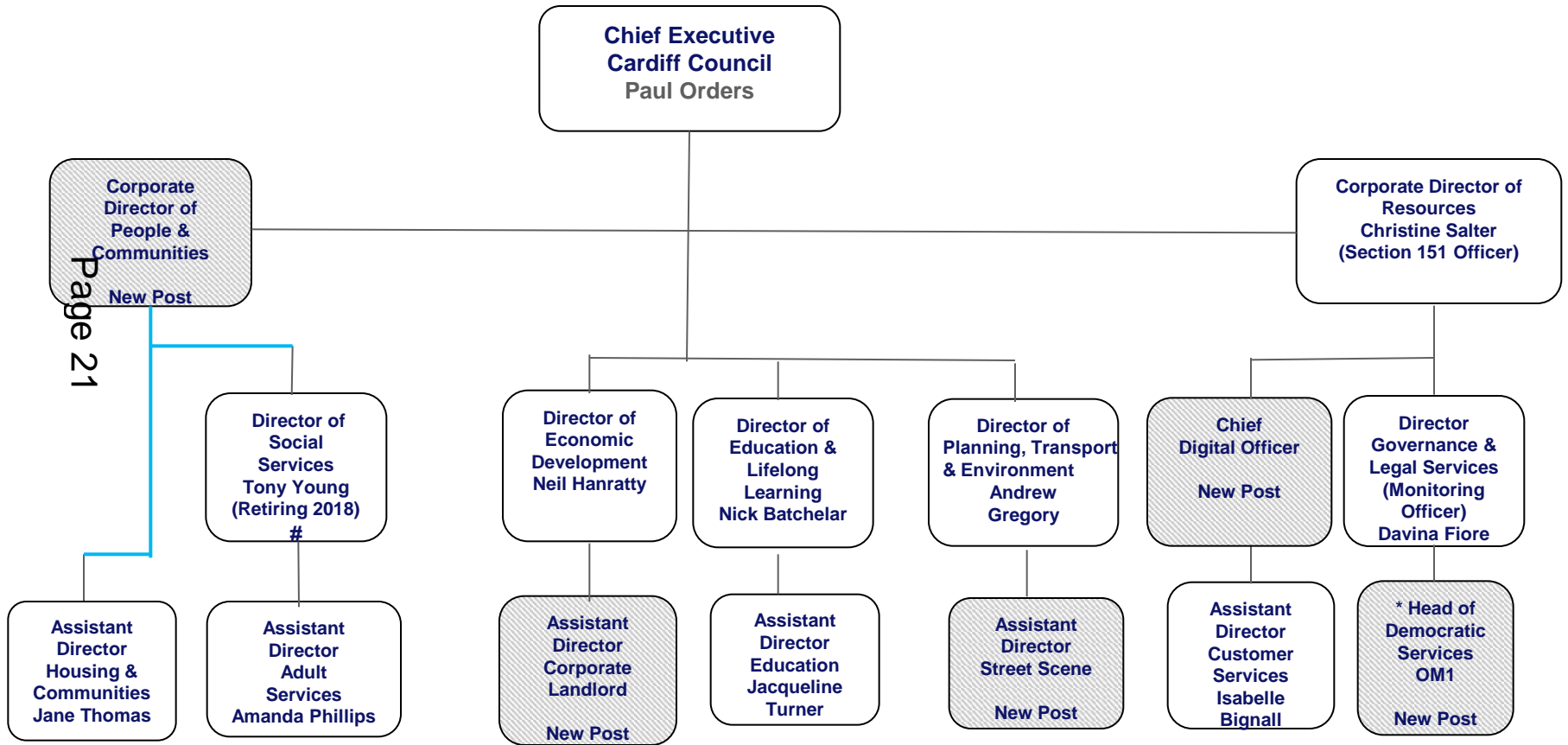


Section 151 Officer
* Monitoring Officer

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CEX Direct Reports - "To Be" Option

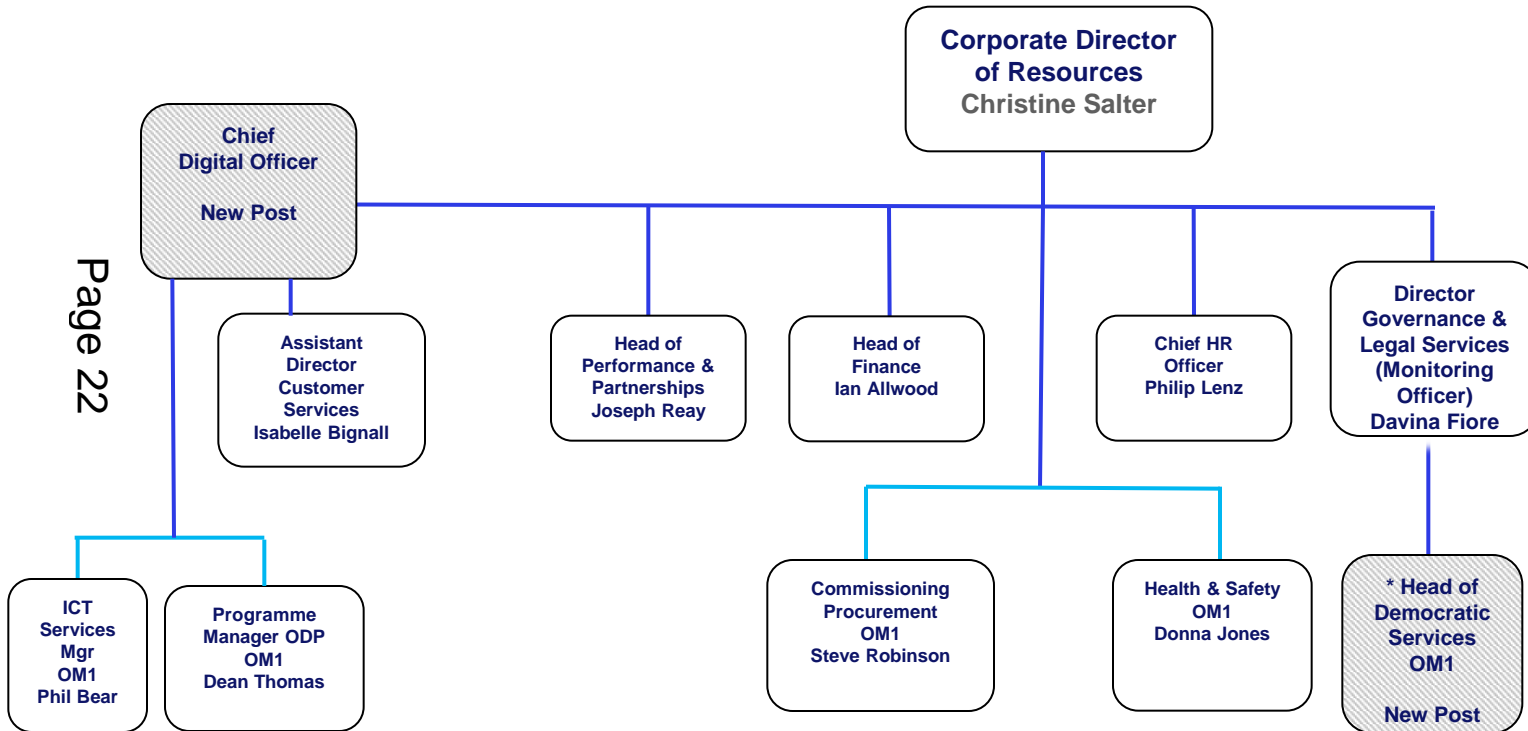


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Statutory Director of Social Services

* Statutory role – Head of Democratic Services

Resources



Page 22

- Statutory role - Head of Democratic Services

Appendix 3 - New Director Roles – Details of Services

Director of Planning, Transport & Environment (previously City Operations)

Waste Management

CTS

Sustainability and Energy

Neighbourhood Services

Highways Assets & Operations

Strategic Planning (LDP)

Transport Planning Policy & Strategy

Telematics

Civil Enforcement (CPE), Parking, TRO, Moving Traffic Offences, Road Safety

Trading Standards*

Private Sector Housing*

Bereavement

Registration Services

Cardiff Dogs Home

* Part of Regulatory Collaboration

Director Education

Achievement & Inclusion including;

Youth Service, Flying Start and Childcare, and Behaviour Support

Performance, Resources & Services to Schools includes Catering, Health and Safety

Schools Organisation, Access & Planning, including school admissions

Cardiff Commitment

Corporate Director People & Communities

Health Integration

Housing Strategy, Development, Enquiries and Advice

Assessment & Support including Benefits, Tenant Support, Homelessness

Landlord Services

Responsive Repairs

Preventative Services including Independent Living Service, Joint Equipment Service, Occupational Therapy, Physical Disabilities Day Service

Rent Smart Wales

Into Work Service

Neighbourhood Regeneration & Partnerships

Community Hubs and Libraries

Appendix 3 - New Director Roles – Details of Services

Director of Social Services

Safeguarding for Children and Adults

Commissioning for Social Services

Social Services Training & Development

Adults

- Learning Disabilities
- Supported Living
- Mental Health Services
- Assessment
- Home care services
- Hospital Social Workers

Children's

- Early Intervention & Prevention
- Specialist Services including Accommodation, Fostering, Looked After Children
- Targeted Services including Intake & Assessment, Children in Need, Family Intervention Services

Youth Offending Service

Director of Economic Development

Regeneration & Economic Development

Major Projects

City and Commercial Development

Tourism, Culture & Events

Harbour Authority & Parks

Leisure Services #

Arts & Theatres

Marketing & Commercial

Corporate Landlord

Corporate Property & Estates

Property, Design and Development

FM

Pest Control

GLL Contract

Corporate Director Resources

Finance

Commissioning & Procurement

HR People Services

Audit & Risk

Performance & Partnerships inc Emergency Planning

Health & Safety

Section 151 Officer

Appendix 3 - New Director Roles – Details of Services

Director of Governance and Legal

Legal Services
Democratic Services
Electoral Services
Scrutiny
Monitoring Officer
Equalities
Bilingual Cardiff

Chief Digital Officer

Digital First Strategy and Delivery
24/7 Services including ARC/CCTV, Locality Wardens / Concierge, Telecare
Services, Community Alarm, Meals on Wheels
C2C
Adult Community Learning
ICT
Organisational Development Programme
Enterprise Architecture
Smart Cities

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Structure Benchmarking *Draft*

Anna Tinn and Jon Gay

June 2017





Introduction

This report is a follow-up to an initial benchmarking undertaken in January 2015.

In January 2015, Cardiff Council were keen to understand how their senior management structure compared with other similar councils. A new structure introduced in 2012, which aimed to strengthen Cardiff's strategic capacity through more granular directorates, had significantly increased the number of Tier 1 management roles.

The benchmarking found that with 10 officers at Tier 1, Cardiff had the most Tier 1 officers of any council in our sample group, and significantly more than the average of 5 across the sample. At the Tier 2 level (mostly referred to as Assistant Directors at Cardiff), Cardiff had the fewest number of officers with 8 officers compared to the average of 18, and was the only council to have fewer officers at Tier 2 than Tier 1.

In the environment of continued severe budgetary pressures requiring councils to find new efficiency savings and re-define how they deliver services, coupled with challenging agendas, many councils have looked to change their management structure in order to make savings. Cardiff's somewhat atypical structure has changed over time, as have the structures of other councils in response to these challenges. This report compares the current structure with that of other similar councils, as well as providing a pay benchmark.

The sample used for examining the number of management roles in this report consists of the councils that constitute the Core Cities group and the largest unitary councils outside of the Core Cities group. The data is based on the most recent publicly available information, and as such it is showing a slightly historic picture. We know that some councils are in the process of restructuring, and we have excluded some on this basis (for example Manchester). For some councils, including some that were included in the sample in 2015, there is no current data available and as such they have been excluded from this sample group. For two councils, Leeds and Glasgow, there was no publicly available information for the Tier 2 structure, but we have included their Tier 1 data here.



Management numbers

The table below shows the number of management roles at Tier 1 and Tier 2.

For those councils that were included in the original sample undertaken in January 2015, the difference in the number of officers is also shown. For councils that were not included in the 2015 sample, *n/a* is used to indicate that we do not have a comparator.

Council	Population	Core City	Tier 1	+/- since 2015	Tier 2	+/- since 2015	Total Mgmt	+/- since 2015
Birmingham	1,111,300	Y	9	+4	29	+12	38	+16
Leeds	774,100	Y	8	—				
Glasgow	606,300	Y	7	<i>n/a</i>				
Sheffield	569,700	Y	3	-1	19	+5	22	-6
Cornwall	549,400	N	4	+1	17	-4	21	-3
Bradford	531,200	N	4	-4	19	-3	23	-7
Durham	519,700	N	5	—	24	+1	29	—
Wiltshire	486,100	N	2	-1	13	-3	15	-4
Liverpool	478,600	Y	6	-1	12	-6	18	-7
Bristol	449,300	Y	4	—	19	-2	23	-2
Kirklees	434,300	N	5	—	12	—	17	—
Croydon	379,000	N	4	-3	18	+4	22	+1
Cheshire East	375,400	N	3	<i>n/a</i>	17	<i>n/a</i>	20	<i>n/a</i>
Fife	368,100	N	5	<i>n/a</i>	22	<i>n/a</i>	27	<i>n/a</i>
Cardiff	357,200	Y	7	-3	9	+1	16	-2
Coventry	345,400	N	3	-2	16	-2	19	-4
Ealing	343,100	N	4	-2	13	+3	17	+1
Leicester	342,600	N	5	<i>n/a</i>	16	<i>n/a</i>	21	<i>n/a</i>
East Riding	336,700	N	5	—	18	+8	23	+8
Cheshire West	333,900	N	3	<i>n/a</i>	13	<i>n/a</i>	16	<i>n/a</i>
Nottingham	318,900	Y	4	+1	17	-3	21	-3
Newcastle	292,900	Y	5	—	30	+1	35	+1



Cardiff compared to other councils

- The average number of officers at Tier 1 is 5. This is fewer than Cardiff, who have 7 officers at Tier 1, though the disparity is smaller than in January 2015.
- The average number of officers at Tier 2 is 18. This is significantly more than Cardiff, as with 9 Tier 2 officers Cardiff has the fewest in the sample.
- The average total number of management roles is 22. With a total of 16 Tier 1 and 2 roles, Cardiff has one of the lowest total management roles in the sample, due to the lower number of Tier 2 officers.

Themes observed

There is a lot of variance between the councils in the sample group, but there are some themes that emerge:

- Many councils have reduced their overall number of senior management roles. The extent of this varies, with some reducing the numbers fairly significantly by removing roles at both Tier 1 and Tier 2 level (for example Bradford and Liverpool). Others have reduced the overall number by a smaller amount (for example Coventry and Bristol).
- A notable exception to this trend is Birmingham, where there is a fairly granular directorate structure in place. The creation of a Children's Trust has also increased management numbers.
- In some councils where there has been a reduction of Tier 1 management roles, we can see that there has been an increase in the number of Tier 2 management roles (for example Croydon and Ealing), which indicates that accountability is being delegated further down the organisation.
- Where councils have a larger number of directorates, more commonly, we can see that People is split into smaller directorates addressing Children Services, Adult Services and Health separately. We also see that Place is divided in a number of councils into directorates such as Neighbourhood Services and Development/Regeneration.
- We are also seeing a number of different directorates beyond the traditional People, Place, and Resources. In addition to the creation of the regeneration focused directorates separate to Place, there are directorates focused on areas such as economic growth, corporate strategy, and transformation in a number of councils.



Pay benchmark

The table below shows the national benchmark data for basic pay in the public and not-for-profit sectors, against Cardiff's grades and current pay.

Cardiff Grade	Hay Evaluation Level	Current Pay	Public and Not for Profit Basic Pay Benchmarking Data – National		
			Upper Quartile	Median	Lower Quartile
Corporate Director	700	£132,613	£157,555	£139,490	£128,302
Director	608	£122,412	£140,000	£120,331	£102,766
<i>(Not used in Cardiff)*</i>	528		£113,460	£98,270	£88,553
Assistant Director	460	£83,240	£113,460	£88,080	£76,559
<i>(Not used in Cardiff)</i>	400		£100,548	£74,052	£65,576
OM1	350	£54,673 - £66,625	£85,850	£63,636	£56,352
OM2	304	£44,744 - £54,049	£63,083	£53,644	£47,842

*other than for the City Deal Programme Director

Cardiff compared to the benchmark data

- For most grades (such as Corporate Director, Assistant Director, and the OM grades) Cardiff's current pay is between the lower quartile and market median.
- The top of the OM1 and OM2 salary bands and Director salary is currently marginally above the market median.

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

4 October 2017

WALES AUDIT OFFICE: ANNUAL IMPROVEMENT REPORT 2016-17

Reason for this Report

1. To provide an opportunity for the Committee to consider the Wales Audit Office (WAO) Annual Improvement Report 2016-17, and the Auditor General for Wales' judgement in respect of Cardiff Council.

Background

2. Each year, the Auditor General is required to audit the improvement planning and reporting arrangements of all Welsh councils to assess whether each authority will meet statutory continuous improvement duties.
3. In addition, the Auditor General undertakes an in-depth corporate assessment of each authority on a cyclical basis (currently at least once every four years). In the intervening years, in addition to audits of improvement planning and reporting, the WAO, on behalf of the Auditor General, will keep track of developments, and focus further assessment work on a number of key themes, developed in discussion with each authority.
4. This Annual Improvement Report summarises the audit work undertaken within Cardiff Council since the last such report was published in August

2016, and includes the outcome of the WAO improvement assessment work at all Welsh councils under three themes:

- a. Governance
- b. Use of resources
- c. Improvement planning and reporting

5. The Auditor General is able to:

- a. Make proposals to the Council for improvement;
- b. Make formal recommendations for improvement;
- c. Conduct a special inspection;
- d. Recommend to Welsh Government Ministers that they intervene.

6. Cardiff Council did not receive any formal recommendations in 2016-17, but did receive a number of proposals for improvement. The Council's progress will be monitored against these proposals for improvement, and against relevant recommendations made in WAO's national reports.

Wales Audit Office Findings

7. The Auditor General sets out in the WAO Annual Improvement Report 2016/17 that *"the Council is meeting its statutory requirements in relation to continuous improvement' and he believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2017-18"*.

8. Attached at **Appendix A** is the Annual Improvement Report 2016-17. There were seven audits and inspections carried out during the year as follows:

- a. Good governance when determining service changes (March 2017)
- b. Annual audit letter 2015-16 (Nov 2016)
- c. Savings planning (March 2017)
- d. Review of data quality 2015-16 (Dec 2016)

- e. Can the Council demonstrate sufficient progress in meeting proposals for improvement made in February 2016? (July 2017)
 - f. WAO Annual 'Improvement Plan' Audit (April 2017)
 - g. WAO Annual 'Assessment of Performance' Audit (Nov 2016)
9. Further details of the proposals for improvement can be found on **pages 6-9 of Appendix A**. Members may be particularly interested in the proposals falling out of the Savings Planning inspection, following the Committee's scrutiny of the budget strategy 2018-19 at its 20 September 2017 meeting.
10. The Council reported achievement of 80% of planned savings in 2015-16, and forecasted it would achieve 80% of its 2016-17 planned savings. WAO has proposed improvement to strengthen financial planning arrangements by :
- a. Ensuring that all savings are fully developed prior to the start of the year with realistic timescales when the annual budget is set;
 - b. Developing an Income Generation/Charging Policy, and
 - c. Continuing to develop links between the Organisational Development Plan and annual savings.

Wales Audit Office Work Programme 2017/18

11. Each year the Wales Audit Office publishes a planned programme of inspection and performance review for the Council for the year ahead. Attached at **Appendix B** Members may be interested to see the reviews planned for the Council and also the National thematic studies that will include the Council during 2017/18.

Way Forward

12. The Committee is invited to consider the Wales Audit Office Annual Improvement Report 2016/17. In line with its Terms of Reference to scrutinise the Council's Programme for Improvement, Members will consider the determinations of the WAO Annual Improvement Report 2016/17, and

internally challenge how effectively the Council is preparing for improvement.

13. To facilitate the scrutiny in attendance will be Steve Barry and Sara-Jane Byrne, WAO; Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance; Chief Executive, Paul Orders; Corporate Director Resources, Christine Salter; and Head of Performance and Partnerships, Joseph Reay.

Legal Implications

14. 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

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

implications at this stage in relation to any of the work programme.
However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- I. consider the Wales Audit Office Annual Improvement Report 2016-17;
- II. ensure that key issues highlighted during the scrutiny inform the Committee's future Work Programme for 2017-18 ; and
- III. report any concerns and observations to the Council.

Davina Fiore

Director Governance & Legal

28 September 2017

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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report 2016-17 City of Cardiff Council

Issued: September 2017

Document reference: 85A2017-18



This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Steve Barry and Allison Rees under the direction of Huw Rees.

**Huw Vaughan Thomas
Auditor General for Wales
Wales Audit Office
24 Cathedral Road
Cardiff
CF11 9LJ**

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

Cover image credit - Kieran Ridley

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Summary report

2016-17 performance audit work

- 1 In determining the breadth of work undertaken during the year, we considered the extent of accumulated audit and inspection knowledge as well as other available sources of information including the City of Cardiff Council (the Council's) own mechanisms for review and evaluation. For 2016-17, we undertook improvement assessment work at all councils under three themes: governance, use of resources, and improvement planning and reporting. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2016-17.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the 'relevant regulators', is set out in [Exhibit 1](#).

The Council is meeting its statutory requirements in relation to continuous improvement

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2017-18.

Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - conduct a special inspection and publish a report and make recommendations; and
 - recommend to Ministers of the Welsh Government that they intervene in some way.
- 5 During the course of the year, the Auditor General did not make any formal recommendations. However, a number of proposals for improvement have been made and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

Audit, regulatory and inspection work reported during 2016-17

Exhibit 1: audit, regulatory and inspection work reported during 2016-17

Description of the work carried out since the last AIR, including that of the relevant regulators, where relevant.

Issue date	Brief description	Conclusions	Proposals for improvement
Governance			
March 2017	<p>Good governance when determining service changes</p> <p>Review of the Council's governance arrangements for determining service changes.</p>	<p>The Council has a clear framework for significant service change supported by improving governance, but arrangements could be more consistently applied:</p> <ul style="list-style-type: none"> the Council's Organisational Development Programme provides a clear framework to drive and shape significant cultural and service change; governance and accountability arrangements for significant service changes are clear and well-understood; the Council has a process for appraising significant service change proposals; however, this is not being consistently applied; the Council actively engages with stakeholders to inform decision-making; the Council routinely monitors its Organisational Development Programme, but evaluating the impact of individual service changes is less well-developed; and the Council is committed to strengthening governance and decision-making, and has responded positively to our audit reports. 	<p>The Council's governance arrangements could be strengthened by:</p> <p>P1 Ensuring information supporting service change proposals consistently includes options and clearly sets out the method of appraising the options.</p> <p>P2 Explicitly setting out the arrangements for monitoring the impact of each service change.</p>

Issue date	Brief description	Conclusions	Proposals for improvement
Use of Resources			
November 2016	<p>Annual audit letter 2015-16</p> <p>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in Appendix 2 of this report.</p>	<ul style="list-style-type: none"> The Council complied with its responsibilities relating to financial reporting and use of resources. We are satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources. 	None
March 2017	<p>Savings planning</p> <p>Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.</p>	<p>The Council has a transparent and effective savings planning approach which supports financial resilience:</p> <ul style="list-style-type: none"> the Council has reported achievement of 80% of its planned 2015-16 savings in year and can demonstrate that individual savings have been achieved; the Council has effective financial planning arrangements; the Council forecasts it will achieve 80% of its 2016-17 planned savings and has contingencies in place to mitigate insufficiently developed plans. 	<p>Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> ensuring that all savings proposals are fully developed prior to the start of the year with realistic timescales when the annual budget is set; developing an Income Generation/Charging Policy; and continuing to develop links between the Organisational Development Plan and annual savings.
Local risk-based performance audit			
December 2016	<p>Review of Data Quality 2015-16</p>	<p>Overall, we found that the four indicators reviewed had arrangements that were fit for purpose which produced accurate end of year performance data.</p>	None

Issue date	Brief description	Conclusions	Proposals for improvement
July 2017	<p>Can the Council demonstrate sufficient progress in meeting proposals for improvement made in February 2016?</p>	<p>The Council can demonstrate sufficient progress in implementing the 2016 proposals for improvement and is in the process of embedding new performance management and reporting arrangements, but a decline in the proportion of staff completing mandatory training in information confidentiality and data protection needs to be resolved:</p> <ul style="list-style-type: none"> • Leadership and Management: The Council has improved communication frameworks with staff. • Governance: The Council has implemented the majority of our proposals for improving governance. • Performance management, reporting and outcomes: The Council has implemented improvements to performance reporting and performance management and is in the process of embedding changes. • Corporate Enablers: The Council has made sufficient progress in addressing proposals for improvement across a range of corporate enabling functions but reported rates of completion of mandatory training in information confidentiality and data protection are declining. 	None
Improvement planning and reporting			
April 2017	<p>Wales Audit Office Annual 'Improvement Plan' Audit Review of the Council's published plans for delivering on improvement objectives.</p>	The Council has complied with its statutory improvement planning duties.	None

Issue date	Brief description	Conclusions	Proposals for improvement
November 2016	<p>Wales Audit Office Annual 'Assessment of Performance' Audit Review of the Council's published performance assessment.</p>	The Council has complied with its statutory improvement reporting duties.	None
Reviews by Inspection and Regulation bodies			
July 2016	<p>Care and Social Services Inspectorate Wales (CSSIW) National review of domiciliary care in Wales – City of Cardiff Council</p>	The report can be accessed via this link .	CSSIW did not issue any recommendations in this report but they did include 'areas for consideration'.

Appendix 1

Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2

Annual Audit Letter

Reference: 1130.amh.cc.pb

Date: 30.11.2016

Councillor Phil Bale
Leader
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UQ

Dear Councillor Bale

Annual Audit Letter – City of Cardiff Council 2015-16

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards. On 30 September 2016 I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee and the Council in my Audit of Financial Statements report on the 19 and 29 September 2016 respectively, and a more detailed report has also been issued.

Overall the statement of accounts and associated working papers provided for audit were of a reasonable standard. One of the more significant issues noted in my Audit of Financial Statements Report related to the identification of a number of prior years' creditors balances which hadn't been cleared when payments or adjustments had been made. Extended testing provided assurance that these balances were matched by debit entries to other codes and therefore the creditors balance in the accounts was materially correct. However, by not matching creditors and clearing, you increase the complexity of the year end reconciliation process and you also increase the risk that transactions may be included which are not true creditors. Officers have agreed to undertake an exercise to clear these old balances in 2016-17.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.

I was unable to issue a certificate confirming that the audit of the accounts had been completed on 30 September 2016 as a number of questions were received from electors at the end of September. These issues are currently being resolved.

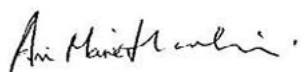
During the latter part of September I received a number of questions in respect of the Project Gwyrdd waste management contract and the Central Square Development. Due to the timing of these questions I was unable to issue a certificate of completion for the audit of the statement of accounts, although I was able to issue an unqualified audit opinion. I am currently working through the issues raised and expect to conclude this work shortly. I will discuss my findings with the Corporate Director of Resources.

My work to date on certification of grant claims and returns has not identified any significant issues that would impact on the 2016-17 accounts or key financial systems.

A more detailed report on my grant certification work will follow in 2017 once this year's programme of certification work is complete.

The financial audit fee for 2015-16 is currently expected to be higher than the agreed fee set out in the 2016 Audit Plan due to the additional work that has been undertaken to respond to questions raised by members of the public. The final fee will be discussed and agreed with the Corporate Director of Resources.

Yours sincerely



Anne-Marie Harkin

For and on behalf of the Auditor General for Wales

Appendix 3

National report recommendations 2016-17

Exhibit 2: national report recommendations 2016-17

Summary of proposals for improvement relevant to local government, included in national reports published by WAO, since publication of the last AIR.

Date of report	Title of review	Recommendation
August 2016	<u>Financial Resilience of Local Authorities in Wales 2015-16</u>	<p>In our report of 2014-15 (The financial resilience of councils in Wales: April 2015), we made a number of recommendations for local authorities. Many of these recommendations remained relevant and required further work from authorities to address them during 2016-17. In addition, we also made the following recommendations based on our more recent review.</p> <p>R1 Local authorities should strengthen their financial-planning arrangements by:</p> <ul style="list-style-type: none"> • developing more explicit links between the Medium Term Financial Plan (MTFP) and its corporate priorities and service plans; • aligning other key strategies such as workforce and asset management plans with the MTFP; • developing comprehensive multi-year fully-costed savings plans which underpin and cover the period of the MTFP, not just the forthcoming annual budget; • categorise savings proposals so that the shift from traditional type savings to transformational savings can be monitored over the period of the MTFP; and • ensuring timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned. <p>R2 Local authorities should develop corporate Income Generation and Charging Policies.</p> <p>R3 Local authorities should ensure that they have a comprehensive reserves strategy, which outlines the specific purpose of accumulated useable reserves and the impact and use of these in the MTFP.</p> <p>R4 Local authorities should develop Key Performance Indicators to monitor the MTFP.</p> <p>R5 Local authorities should ensure that savings plans are sufficiently detailed to ensure that members are clear as to what the plans are intended to deliver and that the delivery of those plans can be scrutinised appropriately throughout the year.</p> <p>R6 Local authorities should ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFP at the pace required.</p>

Date of report	Title of review	Recommendation
October 2016	Community Safety in Wales	<p>The seven recommendations within this report required individual and collective action from a range of stakeholders – the Welsh Government, Home Office Wales Team, Police and Crime Commissioners, Public Service Board members and local authorities.</p> <p>R1 Improve strategic planning to better co-ordinate activity for community safety by replacing the existing planning framework with a national strategy supported by regional and local plans that are focused on delivering the agreed national community-safety priorities.</p> <p>R2 Improve strategic partnership working by formally creating effective community-safety boards that replace existing community-safety structures that formalise and draw together the work of Welsh Government, police forces, local authorities, health boards, fire and rescue authorities, WACSO and other key stakeholders.</p> <p>R3 Improve planning through the creation of comprehensive action plans that cover the work of all partners and clearly identify the regional and local contribution in meeting the national priorities for community safety.</p> <p>R4 Review current grant-funding arrangements and move to pooled budgets with longer-term funding commitments to support delivery bodies to improve project and workforce planning that focusses on delivering the priorities of the national community-safety strategy.</p> <p>R5 Ensure effective management of performance of community safety by:</p> <ul style="list-style-type: none"> • setting appropriate measures at each level to enable members, officers and the public to judge progress in delivering actions for community-safety services; • ensuring performance information covers the work of all relevant agencies; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of investment decisions and support oversight and scrutiny. <p>R6 Revise the systems for managing community-safety risks and introduce monitoring and review arrangements that focus on assuring the public that money spent on community safety is resulting in better outcomes for people in Wales.</p> <p>R7 Improve engagement and communication with citizens through Public Service Boards in:</p> <ul style="list-style-type: none"> • developing plans and priorities for community safety; • agreeing priorities for action; and • reporting performance and evaluating impact.

Date of report	Title of review	Recommendation
November 2016	<u>Charging for Services and Generating Income by Local Authorities</u>	<p>This report made eight recommendations, of which six required action from local authorities. Recommendations R4 and R6 required action from The Welsh Government and Welsh Local Government Association.</p> <p>R1 Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the MTFP and the Corporate Plan.</p> <p>R2 Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position.</p> <p>R3 Use the impact assessment checklist whenever changes to charges are considered.</p> <p>R5 Identify opportunities to procure private sector companies to collect charges to improve efficiency and economy in collecting income.</p> <p>R7 Improve management of performance, governance and accountability by:</p> <ul style="list-style-type: none"> • regularly reporting any changes to charges to scrutiny committee(s); • improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives; • benchmarking and comparing performance with others more rigorously; and • providing elected members with more comprehensive information to facilitate robust decision-making. <p>R8 Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.</p>
January 2017	<u>Local Authority Funding of Third Sector Services</u>	<p>R1 To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector. To assist local authorities and third sector bodies in developing their working practices, we recommend that the local authority and third sector officers use the <u>Checklist for local authorities effectively engaging and working with the third sector</u> to:</p> <ul style="list-style-type: none"> • self-evaluate current third sector engagement, management, performance and practice; • identify where improvements in joint working are required; and • jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation. <p>R2 Poor performance management arrangements are weakening accountability and limiting effective scrutiny of third sector activity and performance. To strengthen oversight of the third sector, we recommend that elected members scrutinise the review checklist completed by officers, and regularly challenge performance by officers and the local authority in addressing gaps and weaknesses.</p>

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City of Cardiff Council

WAO work programme update - October 2017

WAO Performance Audit local work programme for 2016-17					
Item no.	Project	Description	Update	Timescale	Actual Date
1	Corporate Assessment Follow on	Follow up the Proposals for Improvement from our Corporate Assessment Report published in 2016.	Complete. Report issued to Council	July 2017	11 September 2017
2016-17 Improvement Assessment					
Item no.	Project	Description	Update	Timescale	Actual Date
2	Annual Improvement Report (AIR)	Annual report summarising the audit work undertaken in the last year, which also includes a summary of the key findings from reports issued by 'relevant regulators'.	Complete Report issued to Council	July 2017	11 September 2017
WAO Performance Audit work programme for 2017-18					
Item no.	Project	Description	Update	Timescale	Actual Date

3	Year one commentary on Well-being Future Generations (WFG (Wales) Act 2015	Gather evidence on how the 44 public bodies in Wales are beginning to respond to the requirements of the WFG Act and identify examples of notable emerging practice.	<p>Document review completed.</p> <p>Call for Evidence received from the Council on 25 September 2017</p> <p>Interview with the Chief Executive and Leader to be scheduled between 25 September and 17 November 2017</p> <p>A national report will be published in March 2018</p> <p>National event in spring 2018 to share WAO findings and to highlight examples of notable emerging practice.</p>	Summer 2018	
4	Overview and Scrutiny – Fit for the Future? 2017-18	<p>National themed review in all 22 welsh councils.</p> <p>This review will examine the impact of the WFG Act on the work of scrutiny committees including PSB scrutiny, facilitating improvement and sharing of good practice.</p>	Project brief issued	Draft report March 2018	
5	Service User Perspective Review	<p>National themed review in all 22 welsh councils.</p> <p>This review will enable the WAO to gain assurance and insight into the extent to which</p>	Research underway. Discussions ongoing with Council to agree service area.	Draft report March 2018	

		services respond to the needs and expectations of service users both in their design and delivery. We will examine how service users feel they are able to influence the design and delivery of services and what changes to the services would help to better meet their needs.			
6	Aligning Levers of change / local work	The purpose of this review is assist the Council in addressing current challenges in implementing change with the aim of supporting the development of local action that promotes positive practices and identifying barriers. In implementing change and the identification of any barriers that need to be addressed, this review will also select a number of corporate arrangements to assess how these are being embedded in service areas.	Project brief to be issued	Timescales TBD	
7	Digital Risk	An overview of the level of digital risk the Council faces. The diagnostic will be used by the Wales Audit Office to identify 'potential' digital risks and issues at the Council. Potential risks identified will be used to focus auditors on areas where further, more specific IM&T performance work might be needed.		TBD	
2017-18 Improvement Assessment					

Item no.	Project	Description	Update	Timescale	Actual Date
8	Improvement Plan – certificate of compliance	Review Council arrangements to secure continuous improvement, its progress against previous proposals for improvement and the setting of improvement objectives for the year	Complete	April 2017	24 April 2017
9	Assessment of Performance – certificate of compliance	Review of the Council’s published plans for delivering on improvement objectives		November 2017	
10	Annual Improvement Report (AIR)	Annual report summarising the audit work undertaken in the last year which also includes a summary of the key findings from reports issued by ‘relevant regulators’		TBD	
2016-17 Local Government Studies					
Item no.	Project	Description	Update	Timescale	Actual Date
11	Addressing dependency and demand for public services through the development of effective prevention approaches	<p>We will review how adaptations prevent access to and speed up discharge from hospitals. The work will look at how health use adaptations to underpin their activity as well as how efficient and effective organisations are at procuring and delivering adaptations work.</p> <p>The study is seeking to answer the following main question: Is there an effective strategic approach to housing adaptations that delivers</p>	Cardiff not a selected fieldwork site	Drafting	

		value for money and assures the continued wellbeing of vulnerable people?			
12	Strategic Commissioning	The review will focus on learning disability schemes as a tracer in local authorities and will assess how effectively strategic commissioning is being delivered. Fieldwork will focus on both the corporate approach to strategic commissioning but also use findings from the tracer area to understand how effective operational arrangements are. We are working with CSSIW and SSIA and will be building on recent national inspection and support work on learning disabilities.	Cardiff was a selected fieldwork site.	Drafting	
13	Managing Demand - (Improving joint work on housing and health)	The study will focus on a specific tracer area of homelessness in local authorities using the recent prevention duties placed on local authorities to judge how demand for services is managed.	Cardiff not selected as a fieldwork site	WAO internal clearance	
2017-18 Local Government Studies					

Item no.	Project	Description	Update	Timescale	Actual Date
14	Integrated Care Fund	A review of the integrated care fund at both a local and national level.	Early stages of scoping		
15	Using data effectively	Review will primarily focus on the role of local authorities in how effective they are at managing and using data to support decision-making and the use of resources.	Project brief issued June 2017		
16	How well do public bodies provide services to rural communities	This review will assess how well public bodies are working together to assess needs, identify priorities, deliver and maintain the provision of key operational services to meet the needs of people in rural communities.	Cardiff not included in this review		
National Studies Update					
Item no.	Project and description		Update and link to report		
17	Welsh Government oversight of further education finances and delivery		Published The 21st Century Schools and Education Programme Wales Audit Office		
18	Public Procurement		Clearance		
19	Waste management		Drafting		

20	Early intervention and public behaviour change	Drafting
21	Savings Planning in Wales	Published Savings Planning in Councils in Wales Wales Audit Office

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

4 October 2017

CARDIFF COUNCIL STATUTORY IMPROVEMENT REPORT 2016-17

Reason for this Report

1. To facilitate the Policy Review and Performance Scrutiny Committee's consideration of the Council's Statutory Improvement Report prior to its submission to Cabinet on 12 October 2017.

Background

2. The Committee, within its Terms of Reference, has responsibility for scrutiny of the Council's programme for improvement.
3. The national framework for improvement is the Local Government (Wales) Measure 2009, and the Well-Being of Future Generations (Wales) Act 2015. Together these Acts require the Council to publish its Improvement Objectives and how it plans to achieve them, whilst improving social, economic, environmental and cultural well-being.
4. The Improvement Report is a statutory requirement that reviews the Council's performance over the previous year using evidence that demonstrates the delivery of its Improvement Objectives. The Report should communicate improvement information that is timely and accurate to Members, officers, citizens, communities, stakeholders, other Councils, the Welsh Government and regulators.

5. Attached at **Appendix A** is a draft of the Report. It contains the key elements to meet the statutory requirements. Once approved, it will be translated into Welsh prior to publication by 31 October 2017. A user-friendly version will be published on the Council's website, inviting comments from the public
6. The report clearly illustrates the linkages (page 4 of 62) between the **National Well-Being Goals**, *which are*:
- A Prosperous Wales;
 - A Resilient Wales;
 - A More Equal Wales;
 - A Healthier Wales;
 - A Wales of Cohesive Communities;
 - A Wales of Vibrant Culture and Thriving Welsh Language;
 - A Globally Responsible Wales,

and the Objectives in the **Well-Being Plan for Cardiff**, *which are*:

- Cardiff has a thriving and prosperous economy;
- People in Cardiff achieve their full potential;
- Cardiff is clean, sustainable and attractive;
- Cardiff is fair, just and inclusive;
- People in Cardiff are healthy;
- People in Cardiff are safe and feel safe;
- Cardiff is a great place to live, work and play.

7. The Well-being objectives above link to the **Council's priorities** set out in its 2017-19 Corporate Plan, *which are*:
- Better education and skills for all;
 - Supporting vulnerable people;
 - An economy that benefits all our citizens; and
 - Working together to transform services,

and also to its **Improvement Objectives** for 2016-17 *which are*:

- Every Cardiff school is a good school where learners achieve well;
- Looked After Children in Cardiff achieve their potential;
- Adult learners achieve their potential;
- People at risk in Cardiff are safeguarded;
- People in Cardiff have access to good quality housing;
- People in Cardiff are supported to live independently;
- Cardiff has more employment opportunities and higher value jobs;
- Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure;
- All young people in Cardiff make a successful transition into employment, education or training;
- Communities and Partners are actively involved in the design, delivery and improvement of highly valued services;
- The City of Cardiff Council has effective governance arrangements and improves performance in key areas;
- The City of Cardiff Council makes use of fewer, but better, buildings.

Cardiff Council's Performance in 2016-17

8. Members are referred to **page 9** of **Appendix A** to see how Cardiff compares against other Welsh Councils in a table comparing Local Authority Improvement in 2016-17 with 2015-16. In 2016-17 the Council's position in Wales National Performance Table improved to 13th out of 22 local authorities. Sixty per cent of Cardiff's results were better than the Wales Average, and performance in Education was significantly better than the all Wales performance.
9. The Local Government (Wales) Measure requires the Council to make continuous improvement. There are three assessment outcomes

Good progress: The evidence suggest good progress has been made in achieving the Improvement Objective, with improvement observed across all key performance areas.

Satisfactory progress: The evidence suggests satisfactory progress has been made in achieving the Improvement Objective, with improvement observed across most of the key performance areas. However, there may be areas where performance is not as strong as it should be, and this helps to identify where more focus is needed

Unsatisfactory progress: The evidence suggests unsatisfactory progress has been made against the Improvement Objective, with no improvement observed across key performance areas.

10. The report takes each Improvement Objective and asks:

- What do we want to achieve?
- What are our key achievements during 2016-17?
- What is our self-assessment of our performance?
- What is our plan for the future?

11. The final 8 pages of the report provide trend detail of Cardiff's ranking out of the 22 Welsh authorities in the core data sets. Members will note that, of the 28 core indicators, the Council has improved in 13, declined in 11, maintained two, met its target in one, and for one indicator trend data is unavailable.

Role of the Auditor General for Wales

12. The Auditor General for Wales, through the Wales Audit Office (WAO), audits each authority's Improvement Report to assess the extent to which the Report has been prepared and published in accordance with statutory requirements and will determine whether or not to issue the Council a Certificate of Compliance.

Way Forward

13. The Committee is invited to consider the Annual Statutory Improvement Report 2016-17 and internally challenge how effectively the Council is preparing for improvement going forward, by focusing on delivery of its key priorities.

14. Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance, Paul Orders, Chief Executive, Christine Salter, Corporate Director Resources and Joseph Reay, Head of Performance and Partnerships will attend Committee to address Members questions on the Improvement Report 2016-17.

Legal Implications

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

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- I. consider the Council's Statutory Annual Improvement Report 2016-17
- II. report any concerns and observations to the Leader of the Council prior to submission to Cabinet on 12 October 2017 and publication by the statutory deadline of 31 October 2017

Davina Fiore

Director Governance & Legal

28 September 2017

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Welcome to the Cardiff Council 2016-17 Statutory Improvement Report

This Improvement Report gives details of the Council's performance during 2016-17. There are several legal frameworks that provide guidelines as to how the Council must operate. These include the Local Government (Wales) Measure 2009 and more recently the Well-Being of Future Generations (Wales) Act 2015. These provide guidance on how the Council should deliver effective public services to the citizens of Cardiff while showing commitment to improving social, economic, environmental and cultural well-being. We hope that you find this Improvement Report useful and meaningful and we invite you to provide us with your views.

This Improvement Report is designed to fulfil the Council's statutory obligation for the 2016-17 financial year. It is a review of the Council's performance, using evidence that demonstrates the delivery of the Improvement Objectives and the impact that the work of services has made. This is balanced by providing an assessment of any areas that have shown slow progress and not resulted in the levels of performance that the Council set out to achieve.

Please send your comments to the Head of Performance and Partnerships, Cardiff Council, County Hall, Atlantic Wharf, Cardiff, CF10 4UW or email improvementandinformation@cardiff.gov.uk

This Improvement Report is available in English and Welsh online at www.cardiff.gov.uk and copies are available in braille on request.

Further detailed information about the current and future plans for the Council's contribution to public services in Cardiff is contained within a number of key documents including:

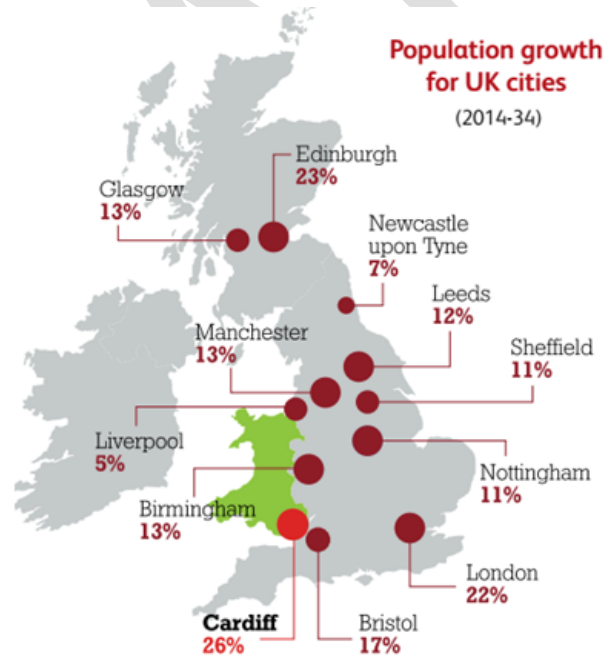
- Corporate Plan
- Directorate Delivery Plans
- Wales Audit Office Assessments under the Local Government (Wales) Measure 2009

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

About the Council

Each year the Council delivers around **700 services to over 357,000 residents in 151,000 households**, helping to **support local communities** and improve the lives of local people. The Council is responsible for **collecting bins, cutting grass and cleaning streets**, as well as providing **services for older people and people with disabilities**. The Council **runs schools and manages high quality housing stock** as well as **looking after children who are in care**.

The Council has continued to deliver services against a backdrop of pronounced financial pressures and increasing demand for public services. By the year 2034 Cardiff's population is expected to increase dramatically, with the city set to experience the biggest increase in population of any major UK city. This growth is a sign of success and indicates that people want to live in Cardiff; however, it will also place more demand pressures on the services the Council delivers. This means the Council will have to plan effectively for both the short and long-term, making effective use of partnership and collaboration opportunities and making full and effective use of its workforce. Over the next 3 years the Council will have to bridge a budget gap of £81m and we will need to continue to modernise the way that we work to ensure we deliver the best possible services for the citizens of Cardiff.



How we plan – The Golden Thread



The diagram to the left shows how all of our plans fit together and the contribution employees, teams, services, and Directorates make in helping the Council to achieve its Priorities and Objectives. The Priorities and Objectives of the Council ultimately contribute to the Well-Being Objectives as set out in the Local Well-Being Plan, which support overall progress towards the National Well-Being Goals of Wales. Our employees are our most valuable asset and are responsible for delivering services across Cardiff; through the Personal Review process, they are able to understand how their individual contributions help the Services, Directorates and the Council to achieve its Objectives and Priorities, through a clear line of sight. The Well-Being of Future Generations Act shapes how we plan by setting out the key objectives for Wales through the National Well-Being Goals:

- A Prosperous Wales
- A Resilient Wales
- A More Equal Wales
- A Healthier Wales
- A Wales of Cohesive Communities
- A Wales of Vibrant Culture and Thriving Welsh Language
- A Globally Responsible Wales

The Act also sets out for us how we should work, through the Five Ways of Working:

- **Involvement** – We need to involve our citizens in the decisions that affect them.
- **Prevention** – We need to understand the root causes of issues and prevent them.
- **Long-Term** – We need to plan for the long-term so that we do not compromise the well-being of our future generations.
- **Collaboration** – We need to work with others to find shared solutions.
- **Integration** – We need to consider all seven of the National Well-Being Goals when deciding on what our own Council Well-Being Objectives will be.

Our Improvement Objectives

The Council's Corporate Plan satisfies the duty under the Local Government (Wales) Measure 2009 to publish a plan for improvement and to set Objectives. The table below shows the contribution to the Council's Objectives make to achieving the National Well-Being Goals and the Well-Being Objectives in the Local Well-Being Plan.

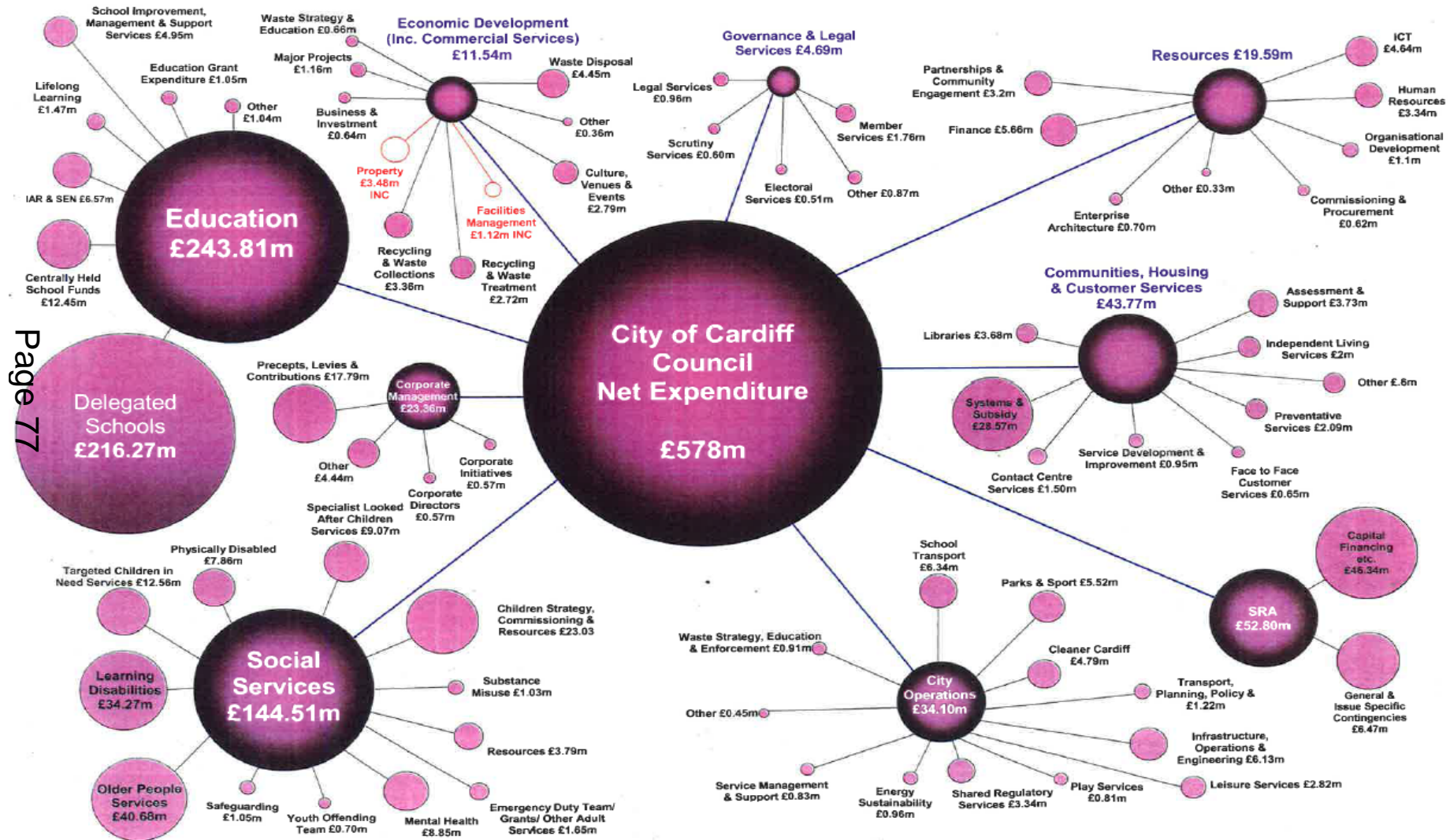
National Well-Being Goal	Well-Being Objective in Well-Being Plan	Cardiff Council Priority	Cardiff Council Corporate Plan Objective
A Prosperous Wales	Cardiff has a thriving and prosperous economy	Creating more and better paid jobs	Cardiff has more employment opportunities and higher value jobs All young people in Cardiff make a successful transition into employment, education or training
A Prosperous Wales	People in Cardiff achieve their full potential	Better education and skills for all	Every Cardiff school is a good school Looked after children achieve their potential Adult learners achieve their potential
A Resilient Wales	Cardiff is clean, sustainable and attractive	Creating more and better paid jobs	Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure
Resilient Wales		Working together to transform services	Communities and partners are actively involved in the design, delivery and improvement of highly valued services The City of Cardiff Council makes use of fewer but better buildings
A Healthier Wales	People in Cardiff are healthy	Supporting vulnerable people	People at risk in Cardiff are safeguarded People in Cardiff have access to good quality housing
A more equal Wales & A Globally Responsible Wales		Working together to transform services	Communities and partners are actively involved in the design, delivery and improvement of highly valued services The City of Cardiff Council has effective governance arrangements and improves performance in key areas
A more equal Wales & A Globally Responsible Wales	Cardiff is fair, just and inclusive	Supporting vulnerable people	People in Cardiff are supported to live independently
A Wales of Cohesive Communities	People in Cardiff are safe and feel safe	Supporting vulnerable people	People at risk in Cardiff are safeguarded People in Cardiff are supported to live independently
A Wales of vibrant culture and thriving Welsh language	Cardiff is a great place to live, work and play	Creating more and better paid jobs	Cardiff has more employment opportunities and higher value jobs All young people in Cardiff make a successful transition into employment, education or training

When the Council's Improvement Objectives were set, an exercise was undertaken to ensure that they contributed to the seven improvement aspects of Strategic Effectiveness (SE), Service Quality (SQ), Service Availability (SA), Fairness (F), Sustainability (S), Efficiency (E) and Innovation (I), and to assess the collaborative (C) nature of the work needed to deliver each one, as set out in the Local Government (Wales) Measure 2009. The result of this exercise is contained in the following matrix:

Improvement Objective	SE	SQ	SA	F	S	E	I	C
Every Cardiff School is a good school								
Looked After Children achieve their potential								
Adult learners achieve their potential								
People at risk in Cardiff are safeguarded								
People in Cardiff have access to good quality housing								
People in Cardiff are supported to live independently								
Cardiff has more employment opportunities and higher value jobs								
Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure								
All young people in Cardiff make a successful transition into employment, education or training								
Communities and partners are actively involved in the design, delivery and improvement of highly valued services								
The City of Cardiff Council has effective governance arrangements and improves performance in key areas								
The City of Cardiff Council makes use of fewer but better buildings								

The Cost of the Council's Services

City of Cardiff Council – Net Revenue Budget 2016/17



Continuous Improvement in Cardiff

In accordance with the Local Government (Wales) Measure 2009, the Council has a duty to improve the services that it delivers. Building upon the Corporate Assessment of 2014, the Council received a Corporate Assessment Follow On inspection by the Wales Audit Office (WAO) in October 2015. The WAO concluded that the Council has **'better arrangements in place to support improvement'**. As part of this Follow On inspection, the Council received one statutory recommendation from the WAO: **'The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months'**. In response to this, the Council prepared a Statement of Action, to address each of the proposals for improvement identified by WAO, and put in place a performance management programme.

The Council's Organisational Development Programme (ODP) has been instrumental in raising the profile, visibility and awareness of transformational change needs and opportunities across the Council. In the spring of 2017 an independent review of the ODP was commissioned to coincide with the 3 year anniversary of the commencement of the programme. The aim of this review was to assess the overall effectiveness of the ODP and to ensure that subsequent changes to the programme fully meet the requirements of future challenges. The independent review of the ODP found that it has provided an important mechanism and been successful in establishing good recognition across the Council that managing change can be achieved through a model of this type. The ODP has been able to harness resources, skills, and capacity, to support the delivery of change projects and programmes.

Page

88 The Well-Being of Future Generations

In April 2016, all public bodies became subject to new duties under the Well-Being of Future Generations (Wales) Act. Cardiff has a well-developed history of partnership working that has stood it in good stead to embrace the requirements of the Act. In May 2016 the Cardiff Partnership Board transitioned into the Cardiff Public Services Board (PSB). In March 2017 the Cardiff PSB produced its statutory well-being assessment and in June 2017 approved its draft well-being objectives, which will be submitted to the Future Generations Commissioner. Cardiff's Well-Being Plan will set out how the city's Well-Being Objectives contribute to the National Well-Being Goals of Wales, and specify timescales for meeting these Well-being Objectives and the steps to be taken in delivering these Well-being Objectives.

Bilingual Cardiff

From 30th March 2016 all local authorities in Wales have a statutory duty to comply with regulation Welsh language standards, which explain how they as organisations should use the Welsh language in different situations. The Welsh Language (Wales) Measure 2011 established a legal framework to impose duties on certain organisations to comply with standards in relation to the Welsh language by way of sub-legislation (Welsh Language Regulation Standards). The standards issued to the Cardiff Council are listed in 'The City of Cardiff Council Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011'. A copy of the standards referred to in this report is also available from www.cardiff.gov.uk/bilingualcardiff.

The Welsh language standards have been drafted with the aim of:

- Improving the services Welsh speakers can expect to receive from organisations in Welsh
- Increasing the use people make of Welsh language services
- Making it clear to organisations what they need to do in terms of the Welsh language
- Ensuring that there is an appropriate degree of consistency in terms of the duties placed on organisations in the same sectors

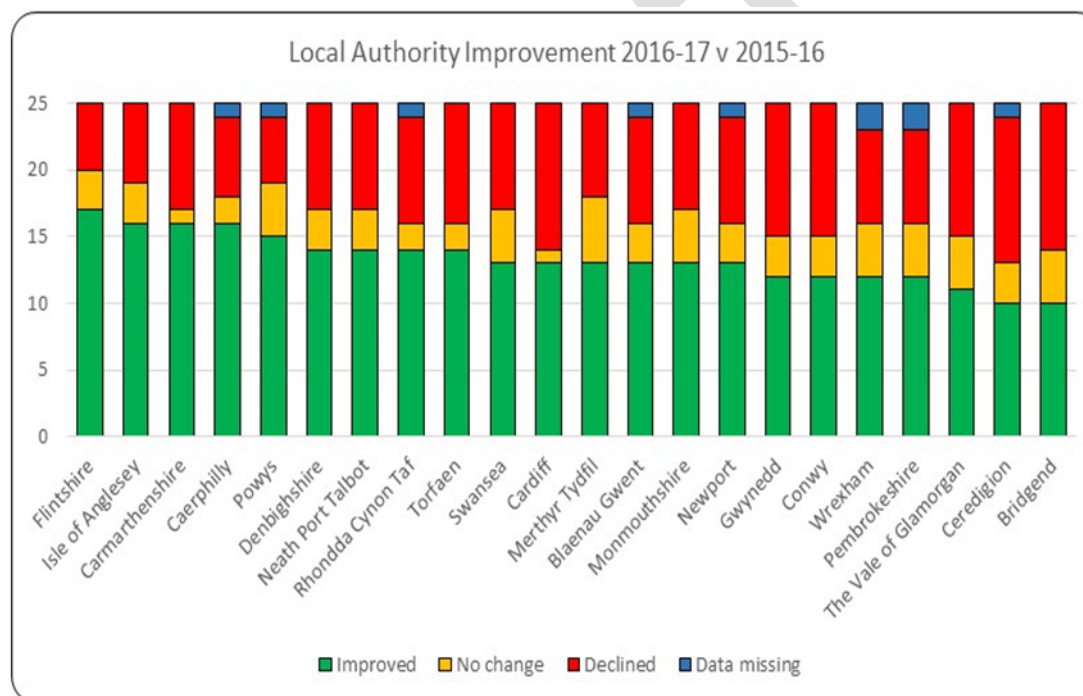
Each local authority has been issued with a compliance notice from the Welsh Language Commissioner which lists the standards and compliance date which the organisation is expected to comply with. Cardiff Council has been issued with **171** standards, of which 155 had a compliance date of 30th March 2016 and 15 had a compliance date of 30th September 2016.

Welsh Language Achievements 2016-17:

- 79
- The Bilingual Cardiff 5 Year Welsh Language Strategy was published in March 2017 following Cabinet and full Council consideration. It sets out our priorities for facilitating and promoting the Welsh language in Cardiff with our partners, starting our journey to becoming a truly bilingual capital for Wales.
- Bilingual Cardiff returned **97.1%** of translation requests by the agreed deadlines (**8,352,966** words). The team translated more words than in any previous year, a **64.7%** increase in the number of words translated compared to 2015-16.
 - Entered into a Service Level Agreement with the Vale of Glamorgan Council and Bridgend County Borough Council to provide Welsh Translation Services.
 - **800** staff completed the Corporate Welsh language awareness e-module in 2016-17.
 - **184** staff attended corporately-funded Welsh language training in 2016-17.
 - The Council advertised **54** Welsh Essential posts and a further **141** posts where Welsh was a desirable requirement.
 - The Council published its Welsh in Education Strategic Plan 2017-2020 in March 2017, which will act as a key driver to ensuring that children are able to develop their Welsh skills, and creating new speakers, to support Welsh Government's vision of having a million Welsh speakers by 2050.
 - Bilingual Cardiff has purchased simultaneous translation equipment and trained two translators to deliver this service in-house to all service areas as well as partner organisations.
 - Promotion and communication of a series of corporate guidelines created to assist staff in complying with the Welsh language standards.
 - A standing article in the Council's Core Brief and the circulation of the Welsh Matters monthly brief (distributed via the Welsh language coordinators network) to update on developments within the Welsh language agenda or any complaints received against the Welsh language scheme/standards.

Our National Performance Indicators

The Council is required under the Local Government (Wales) Measure 2009 to assess its performance against Wales' National Performance Indicators. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress made against the Improvement Objectives they are included in this Improvement Report. The Council's performance against the full range of National Performance Indicators is included in the 'How We Measure Up' section.



In 2016-17, Cardiff's performance improved to 13th position out of the 22 local authorities in Wales, with performance in Education significantly better than all-Wales performance. 60% of Cardiff's performance indicator results were better than the Wales Average, compared to 48% in 2015-16. Furthermore, 60% of performance indicators were in the top 2 quarters compared to 52% in 2015-16, and 60% were ranked 1st to 11th out of the 22 local authorities, compared to 52% in 2015-16.

Equalities in Cardiff



In March 2016 the Council adopted a new Strategic Equality Plan to set out the Council's equality priorities for the next four years. Seven new Equality Objectives were agreed in conjunction with local citizens and third sector organisations. These new Equality Objectives are shaping the Council's policy, service delivery, and support to employees – eliminating discrimination, advancing equality of opportunity, and fostering good relations between different groups. The Council has made steps to reduce inequalities, and concerted effort will continue to ensure equal outcomes for all protected groups. It is clear that these actions will require greater involvement, co-production and partnership working. Some of our key achievements included:

- Undertaking self-assessments across each Directorate in relation to the National Well-Being Goal 'A More Equal Wales' to identify what needs to be done to progress equality
- Producing an Ageing Well in Wales Local Delivery Plan
- Agreeing a Corporate Plan that focusses on inclusive growth to reduce socio-economic inequality and promote equal opportunities
- 75 officers completed training to undertake Equality Impact Assessments
- Enabling all Council employees can now access equality and diversity training via e-learning platform
- Working to ensure that the Council's communications team is easier to engage with and the signing up to the British Sign Language Charter
- Updating the Living Wage payable by the Council to £8.45 from April 2017
- Delivering a wide range of campaigns throughout the year to celebrate diversity with a range of partners

How we Self-Assess our Objectives

The Council uses a number of sources of information to assess progress against Improvement Objectives, including:

- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including the Wales Audit Office, Estyn (Education) and the Care and Social Services Inspectorate Wales (CSSIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys** – The annual Ask Cardiff survey provides Cardiff's citizens the opportunity to share their views on a wide range of the Council's services. From this, areas of strong performance can be identified, along with those areas where Cardiff's citizens feel the Council needs to improve.
- **Feedback & Case Studies** – Where available, evidence from case studies or qualitative feedback from service users help to assess performance. This gives us an insight into what the Council's service users feel and think about the services they receive.
- **Progress against the Council's commitments** – The Council made a number of commitments in the Corporate Plan to help to deliver against the Improvement Objectives. Monitoring the progress of these commitments gives an understanding of what has been achieved and where further work is required.
- **Progress against our performance measures** – A number of performance measures are identified within the Council's Corporate Plan which help show the progress made in delivering the Improvement Objectives. Where applicable, targets are set against these performance measures to demonstrate the desired level of achievement. However, as the Council is on an improvement journey, the priority is to understand where improvement is being made and, where the Council is not improving, what more can be done.

Using this information gives a balanced picture of the Council's improvement journey over the year. By utilising this information, the Council can identify areas of improvement and celebrate success, and also identify areas where performance may not have been as good, and therefore the areas that may require further attention.

The Local Government (Wales) Measure 2009 requires the Council to 'make arrangements to secure continuous improvement'. Whilst the Improvement Objectives are assessed on an annual basis, they cannot be completed within one year. Therefore, in most cases, the Council's Improvement Objectives remain within the Corporate Plan through several iterations, and progress against planned activities is monitored, reviewed and revised on an annual basis to support the Council's improvement journey.

Good progress: The evidence suggests good progress has been made in achieving the Improvement Objective, with improvement observed across all key performance areas.

Satisfactory progress: The evidence suggests satisfactory progress has been made in achieving the Improvement Objective, with improvement observed across most of the key performance areas. However, there may be areas where performance is not as strong as it should be, and this helps to identify where more focus is needed

Unsatisfactory progress: The evidence suggests unsatisfactory progress has been made against the Improvement Objective, with no improvement observed across key performance areas.

Progress against the Council's Improvement Objectives	Good Progress	Satisfactory progress	Unsatisfactory Progress
Every Cardiff School is a good school		✓	
Looked After Children achieve their potential		✓	
Adult learners achieve their potential	✓		
People at risk in Cardiff are safeguarded	✓		
People in Cardiff have access to good quality housing		✓	
People in Cardiff are supported to live independently	✓		
Cardiff has more employment opportunities and higher value jobs		✓	
Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure		✓	
All young people in Cardiff make a successful transition into employment, education or training		✓	
Communities and partners are actively involved in the design, delivery and improvement of highly valued services		✓	
The City of Cardiff Council has effective governance arrangements and improves performance in key areas		✓	
The City of Cardiff Council makes use of fewer but better buildings		✓	

Improvement Objective – Every Cardiff School is a good School

What do we want to achieve?

Our vision is that all children and young people in Cardiff attend a good school and develop the knowledge, skills and characteristics to become personally successful, economically productive and actively engaged citizens.

In 2015-16, the Council worked with schools and key partners to develop “Cardiff 2020 – A renewed vision for education and learning”, which was launched in June 2016. The strategy outlines ambitious goals, detailed below, for further improvements:

- Deliver consistently excellent outcomes for learners
- Secure the best people to lead, teach, support and govern our schools
- Offer inspiring, sustainable learning environments fit for the 21st Century
- Deliver a self-improving school system, forming strong and dynamic partnerships between schools in the region
- Ensure that schools are connected with the communities they serve and with business enterprise in the city region

How have we performed in 2016-17 (Academic year 2015-16)

Performance Indicator	Result AY 2014-15	Result AY 2015-16	Target AY 2015-16	Have we improved?
% of pupils who achieved the CSI at the end of KS2	87.8%	89.5%	89.6%	Yes
% of pupils who achieved the Level 2+ threshold at the end of KS4	59%	63%	65%	Yes
% of eFSM pupils who achieved the Level 2+ threshold at the end of KS4	32%	39%	45.4%	Yes
Primary Attendance	95%	95%	95%	Maintained
Secondary Attendance	94%	95%	95.4%	Yes
% Schools categorised as ‘Green’ in the Welsh Government School Categorisation Process	January 2016	January 2017	January 2016	
Primary	34%	36%	30%	Yes
Secondary	26%	26%	22%	Maintained
Special	57%	57%	71%	Maintained

What are our key achievements during 2016-17?

Over the course of the year, Cardiff has made significant progress in this improvement objective. There has been an increase in the number of schools categorised as 'Green' and 'Yellow', from 94 in January 2016 to 102 in January 2017. Across the primary phase, there has been an increase in the number of schools in the highest benchmarking quarter based on the proportion of free school meals pupils. The number of secondary schools with less than 50% of pupils achieving the level 2+ threshold decreased from 8 in 2014-15, to 4 in 2015-2016. Inspection outcomes have improved, with 52.38% of schools inspected in 2014-15 judged to be 'good' or 'excellent' in terms of standards, rising to 72.22% in 2015-16.

School Performance

Cardiff has seen an acceleration in the performance of its schools across all phases of education. In 2015-16, Cardiff is now performing above the national averages in a wide range of national performance indicators.

Attainment at Key Stage 4

- Level 2+ Threshold (5 GCSEs at A* – C grade including English or Welsh and Mathematics) – in the 2015-16 academic year, 62.5% of pupils achieved this threshold. This is higher than the result for the 2014-15 academic year (59.3%), but lower than the target for the 2015-16 academic year (65%). The result is above the Wales average of 60%.
- Level 2+ Threshold (Free school meals) – in 2015-16, 39.3% of pupils eligible for free school meals (eFSM) achieved this threshold. This is higher than the result for 2014-15 (32.23%), but lower than the target for 2015-16 (45.45%). The result is above the Wales average of 35.6%.
- Level 2 Threshold (5 GCSEs at A* – C grade) – in 2015-16, 84.3% of pupils achieved this threshold. This is higher than the result for 2014-15 (81.06%), but lower than the target for 2015-16 (87.08%). The result is in line with the Wales average of 84%.
- Level 1 Threshold (5 GCSEs at A – G grade) – in 2015-16, 94.4% of pupils achieved this threshold. This is higher than the result for 2014-15 (92.15%), but lower than the target for 2015-16 (97.81%). The result is below the Wales average of 95%.

Attainment at Key Stage 3

- Core Subject Indicator (the expected level of attainment in each of the core subjects in combination (English or Welsh, mathematics and science) – in 2015-16, 86.6% of pupils achieved this threshold. This is higher than the result for 2014-15 (83.4%) and higher than the target for 2015-16 (85%). The result is above the Wales average of 85.9%.

Attainment at Foundation Phase

- Foundation Phase Outcome Indicator (the expected outcomes in language, literacy and communication (LCE or LCW), mathematical development (MDT) and personal, social, cultural diversity and well-being development (PSD) – in 2015-16, 88.9% of pupils achieved this threshold. This is higher than the result for 2014-15 (86.73%) and higher than the target for 2015-16 (86%). The result is above the Wales average of 87%.

Welsh language

- Welsh first language continues to improve in the primary phase. At the end of the Foundation Phase in 2015-16, 93.1% of pupils achieved the expected level in WFL compared to 90.7% in Wales. At the end of Key Stage 2, 96.1% achieved the expected level, compared to 90.8% in Wales.

Attendance

- Primary School – Attendance in the primary phase decreased by 0.02ppt to 95% in 2015-16. This is in line with the Wales average and places Cardiff 9th out of the 22 local authorities in Wales for primary school attendance compared with 6th in 2014-15.
- Secondary School – Attendance in the secondary phase improved by 0.6ppt to 94.4% in 2015-16. This is in line with the Wales average of 94.2% and places Cardiff 9th out of the 22 local authorities in Wales for secondary school attendance compared with 11th in 2014-2015.

Leadership

The Leadership of Cardiff's schools is strengthening. New leadership in some schools has resulted in a better quality of learning and teaching, raised expectations and improvements in standards. The number of schools requiring red level of support decreased from 10 in January 2016 to 6 in January 2017. There has been a decrease in the number of Governor vacancies, from 8.78% in 2014-15 to 8.13% in 2015-16.

School buildings and places

A co-ordinated admissions process for secondary schools will be piloted in September 2017, with 4 of the 7 schools who act as separate admission authorities. The remaining 3 will reassess their position next year.

New primary buildings have been opened at Adamsdown, Ysgol Y Wern and Coed Glas Primary schools. The new Eastern High School is set to open in 2018 and Cardiff West Community High School will open in the following year. The planning of the future investment programme for schools is underway to address condition and sufficiency of places.

Self-Improving Schools

In partnership with the Central South Consortium, Cardiff has given high priority to developing collaboration between schools to lead and support their own improvement. As part of the Central South Wales Challenge, School Improvement Groups have been established and pathfinder partnerships are brokered to support schools in difficulty.

Partnerships

One of the key messages of the Cardiff 2020 launch was that "Education is everybody's business". In the course of this academic year, partnerships supporting education in Cardiff have been broadened and strengthened in many different respects. The Junior Apprenticeships scheme, in partnership with schools, the Council, and Cardiff and the Vale College was established. The Cardiff Creative Education Partnership launched, capitalising on the strengths of the "creative economy" in the city and

making wider and deeper connections with schools. Much progress has also been made in the delivery of 'The Cardiff Commitment', which is connecting schools and business to improve the progression of young people into employment.

What is our self-assessment of our performance?

Progress against the majority of indicators is good. However, The Annual Performance Report of Schools (January 2017) and the Council's own self-evaluation highlighted some key areas where further improvement is needed:

- The variation in standards achieved by schools with comparable pupil populations in both the primary and secondary sectors;
- The ongoing relatively low performance across a range of indicators in three secondary schools;
- The gap in the performance of pupils eligible for free school meals and their peers;
- The underachievement of some groups of learners, in particular a few Minority Ethnic groups, pupils with English as an additional language (EAL), pupils educated other than at school (EOTAS), White UK pupils in schools in deprived areas of the city and children who are looked after (CLA);
- The number of pupils who leave school aged 16 who do not have the necessary qualifications and skills to make a successful progression into education, employment or training.

While there has been good progress in delivering the remaining Band A new build schemes, many school buildings suffer from a longstanding lack of investment. This was highlighted by significant problems in the autumn and spring terms at three secondary schools. Systematic changes to the framework for maintaining school buildings are required.

The growing population and demand for school places in the city has had an impact on the number of pupils securing their first choice of school. In September 2016 this was 86% in Primary and 76% in Secondary, compared to 88% and 87% in 2015. There has also been a significant increase in the number of young people with Additional Learning Needs (ALN) and Cardiff does not currently have enough specialist provision. As a result, too many young people are being placed out of area or are not able to access appropriate full time education within the city.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Council will continue to work towards the goals of Cardiff 2020 and in areas of challenge, as follows:

- Preparing for the introduction of a radically new curriculum from 2018, starting with the introduction of the Digital Competence Framework;
- Developing and implementing the Educated Other Than At School (EOTAS) improvement plan, to increase provision and improve outcomes for these learners;
- Continuing to invest in the sufficiency and condition of school places;
- Turning around the performance of a minority of secondary schools that continue to cause concern

- The development of the new Eastern High Learning Campus, in partnership with Cardiff and Vale College, the new Cardiff West Community High School, and new primary schools for Howardian, Hamadryad and Glan Morfa;
- Ensuring that high quality teachers are secured, particularly in subjects such as English and Maths, including through the re-commissioning of Teach First;
- Driving forward 'The Cardiff Commitment' to youth engagement and progression.

DRAFT

Improvement Objective – Looked after children in Cardiff achieve their potential

What do we want to achieve?	How have we performed in 2016-17																								
<p>There are 73,500 children and young people in Cardiff and of these 2,473 are in receipt of children’s social services (721 of whom are being looked after). The Council wants to provide high quality care and support for looked after children to help them achieve their potential.</p>	<table border="1"> <thead> <tr> <th>Performance Indicator</th> <th>Result 2014-15 Academic Year</th> <th>Result 2015-16 Academic Year</th> <th>Target for 2015-16 Academic Year</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>% attendance of looked after pupils in primary school</td> <td>96.7%</td> <td>96.9%</td> <td>98%</td> <td>Maintained</td> </tr> <tr> <td>% attendance of looked after pupils in secondary school</td> <td>91.8</td> <td>94.5%</td> <td>96%</td> <td>Yes</td> </tr> </tbody> </table>	Performance Indicator	Result 2014-15 Academic Year	Result 2015-16 Academic Year	Target for 2015-16 Academic Year	Have we improved?	% attendance of looked after pupils in primary school	96.7%	96.9%	98%	Maintained	% attendance of looked after pupils in secondary school	91.8	94.5%	96%	Yes									
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<p>Page 88 Closer working across Council Directorates, Cardiff Schools and partner organisations is crucial to the successful delivery of our Corporate Parenting Strategy, which sets out the shared vision of Cardiff Council and the Cardiff & Vale University Health Board to work together to ensure the best possible outcomes for children who are looked after or who have left care so that they can be happy and lead fulfilling lives.</p>		<table border="1"> <thead> <tr> <th></th> <th>Result 2015-16</th> <th>Result 2016-17</th> <th>Target 2016-17</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>% of looked after children returned home from care during the year</td> <td>New Indicator</td> <td>11.6%</td> <td>Baseline year</td> <td>N/A</td> </tr> <tr> <td>% of children looked after who have experienced once or more transitional changes of school in the 12 months to 31st March</td> <td>9.1%</td> <td>13.3%</td> <td>16%</td> <td>No</td> </tr> <tr> <td>% of children looked after on 31 March who have had 3 or more placements during the year</td> <td>9.9%</td> <td>11.0%</td> <td>12%</td> <td>No</td> </tr> </tbody> </table>		Result 2015-16	Result 2016-17	Target 2016-17	Have we improved?	% of looked after children returned home from care during the year	New Indicator	11.6%	Baseline year	N/A	% of children looked after who have experienced once or more transitional changes of school in the 12 months to 31 st March	9.1%	13.3%	16%	No	% of children looked after on 31 March who have had 3 or more placements during the year	9.9%	11.0%	12%	No			
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What are our key achievements during 2016-17?

The Council's **Corporate Parenting Strategy** was agreed; this represents the responsibility of the Council to ensure the best possible services and support for Looked After Children. Targeted work commenced in conjunction between the Council's Social Services and Education Directorates to return Looked After Children in out of area placements to Cardiff. During the year, 26 referrals were made to Safe Families for Children and admission to the looked after system / inclusion on the Child Protection Register was avoided for all 26 children. 23 children received services from the preventative Family Group Conferences initiative. Accommodation as a result of family breakdown or addition to the Child Protection Register was avoided for 12 of these children. In addition to this, 33 children were adopted which will lead to significantly better outcomes for infants over time.

Opportunities for Looked After Children and care leavers were improved via the Looked After Children traineeship scheme. **31 young people started a traineeship placement** during the year and **7 young people accepted apprenticeships**. A Listening Event held by the National Youth Advocacy Service revealed that **young people talked positively** about the traineeship scheme and their ability to gain work experience. One young person stated "this scheme changed my life".

The Council **improved the education planning** for Looked After Children by increasing the timeliness of completing Personal Education Plans within 20 school days of entering care or joining a new school, from 27.6% to 35.7% in 2016-17.

58.5% of care leavers were still in Education, Training or Employment 12 months after leaving care and **38.2%** were still in Education, Training or Employment 24 months after leaving care. A 'Virtual School' tracker was put in place to monitor the attainment, attendance and exclusion data for Looked After Children in schools both within and out of area. This has meant children who need additional support can be identified.

The Council initiated the development of options for piloting a model for early intervention for children and families in a discrete location and have engaged with Welsh Government about the scope for using grant funding more flexibly in a potential locality area.

An annual Bright Sparks Awards event was held where young care leavers and Looked After Children celebrated the achievements they made in 2016. The event was planned by 6 young people who formed the Team Bright Sparks and presented awards to winners aged between 5 and 23.

In line with the new Social Services & Well-Being (Wales) Act 2014 the Council introduced qualitative surveys for the first time to gain valuable soft intelligence about service users' views of the service they receive. Results from this survey show that **65.7% of children** and **70.4% of care leavers** reported that they **can do what matters to them** and **84.3% of children** and **63% of care leavers** reported that they **feel satisfied with their social networks**.

What is our self-assessment of our performance?

The overall picture of performance during the year is generally improving or on target. Improvements have resulted from focused work over several years to improve outcomes for looked after children, including an increased focus on joint working between the Council's Children's and Education services. Further work is required to build upon these improvements and joint work across Children's Services and Education is ongoing. In addition there are early indications that the balance of the Looked After population is shifting in favour of more Looked After Children being placed with relatives, rather than in 'public care' settings (fostering or residential care). The

number of children placed with relatives or being looked after under Placement with Parents regulations rose from 88 (of 611 = 14%) at 31 March 2014 to 134 (of 721 = 19%) at 31 March 2017. This suggests that the Council's strategies to engage wider families more effectively in supporting children are making a positive impact, improving our ability to enable children to maintain closer links to parents and siblings and increasing the likelihood of return home and of better individual outcomes.





We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Corporate Parenting Strategy should be delivered by 2019 to ensure that the Council and its Partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking the same positive outcomes that every good parent would want for their own children. The Support Services to Care Leavers will also be reviewed and revised by March 2018 in order to improve service effectiveness and outcomes for young people.



Improvement Objective – Adult learners achieve their potential

What do we want to achieve?	How have we performed in 2016-17														
<p>The Council aims to offer a broad range of adult education courses that help support the citizens of Cardiff to meet their learning aspirations. To do this the Council aims to increase the number of accredited courses delivered to priority learners and improve levels of enrolment. Through the Into Work Advice Service people will be upskilled to improve their chances of employment including providing work preparation courses and hosting job clubs. The Council also aims to widen digital inclusion within communities to help people 'get online' through learning basic computer skills and using the internet to complete online applications for jobs and benefits and paying bills. This digital inclusion agenda will also help us to prepare for the roll-out of Universal Credit.</p>	<table border="1"> <thead> <tr> <th>Performance Indicator</th> <th>Result 2015-16 (Academic Year 2014-15)</th> <th>Result 2016-17 (Academic Year 2015-16)</th> <th>Target for 2016-17 (Academic Year 2015-16)</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>The success rate of Adult Community learners</td> <td>87%</td> <td>94%</td> <td>83%</td> <td>Yes</td> </tr> </tbody> </table>	Performance Indicator	Result 2015-16 (Academic Year 2014-15)	Result 2016-17 (Academic Year 2015-16)	Target for 2016-17 (Academic Year 2015-16)	Have we improved?	The success rate of Adult Community learners	87%	94%	83%	Yes				
Performance Indicator	Result 2015-16 (Academic Year 2014-15)	Result 2016-17 (Academic Year 2015-16)	Target for 2016-17 (Academic Year 2015-16)	Have we improved?											
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<p>Follow us on Twitter  @LearningCardiff  @intoWorkCardiff</p> <p>Like us on Facebook  Learning Cardiff  Into Work Advice Services Cardiff Council</p>															
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What are our key achievements during 2016-17?

Adult Community Learning received **6408 enrolments** in 2016-17 compared to 5825 in the previous year and, through excellent partnership working with Job Centre Plus and Communities First, there were more priority learners in the Learning for Work Programme, from 1866 in 2015-16 to 1910 in 2016-17. There has been year on year improvement in the success rate of adult learners from just **47% in 2010-11 to 94% in 2015-16**.

The Council's Into Work Service worked with more than 100 employers to secure **guaranteed interviews** and almost 1500 Into Work Service users achieved an accredited qualification, a **pass rate of 94%**, and were supported into work. This service also **supported 3,001 people** who attended work preparation workshops and 1,441 people who attended digital inclusion workshops, giving them the skills they need to get online and into work. As a result of the work and services provided by the Into Work Service over the year, **100% of service users reported they felt more able to enter employment** as a result of completing a work preparation course.

The Into Work Advice Team created some ongoing employment offers, with the introduction of a new employment programme called Introduction to Childcare, developed in conjunction with Flying Start. This was a five-day programme designed to provide an insight to the different roles involved to those interested in finding employment in the childcare sector. The team also assisted Dickens of Charles Street with their recruitment needs, including providing them with work-ready jobseekers and helping with job application completion.

The Council coordinated a **Jobs Fair** held in September 2016 that was attended by more than 2000 jobseekers and 35 employers from a variety of sectors offering more than 10,000 job vacancies on the day. At least 10 jobseekers were offered positions on the day.

More than half of respondents (55.9%) in the annual Ask Cardiff survey agreed that **people in Cardiff have access to opportunities to help them achieve their potential**.

What is our self-assessment of our performance?

The continued improvement in performance for the grant funded Adult Community Learning Service – Learning for Work – has been impressive. Cardiff Council, along with Cardiff and the Vale College, the Vale of Glamorgan Council and Adult Learning Wales form the Cardiff and the Vale Community Learning Partnership with performance monitored at both a partnership and individual provider level by Estyn. The partnership has seen continuous improvement year on year since 2012/13 with the biggest improvement being made by Cardiff Council

Provider	Success 2012/13	Success 2013/14	Success 2014/15	Success 2015/16
Cardiff Council	60%	72%	87%	94%
Cardiff and Vale College	77%	80%	88%	88%
Vale of Glamorgan Council	81%	85%	86%	96%
WEA Cymru	81%	88%	99%	86%
YMCA Wales Community College	97%	99%	97%	
Partnership success rate	80%	88%	91%	90%

The Into Work service has seen impressive results this year and, in addition to the evidenced improved pass rates and increasing numbers accessing the service, it is recognised that there is a need to collect more qualitative data based on individual stories. The information gathered so far has been instructive in terms of understanding the range of very practical interventions that make a difference in supporting an individual to achieve their goals. The ability to integrate mentoring support with the more universal services provided by Into Work has proved to be hugely beneficial and the greater understanding of what really makes a difference – location ; accessibility; reliability of individual attention; and innovation of approach – has helped to inform proposals for the next steps for the development of our learning and employment support services.

We have assessed ourselves as making good progress in this Improvement Objective.

What is our plan for the future?

The new approach to tackling poverty announced by the Welsh Government in February 2017 presents an opportunity to integrate employment support services across the city. A consultation process in Autumn 2017 will inform the development of a new model of service provision making the best use of existing provision and new funding opportunities. Into Work and ACL services will form part of this new integrated approach with a focus on service user progression and achievement that can be evidenced over time. Current provision has been mapped and in excess of 40 different employment support services currently exist across the city. Progression for individuals is difficult or impossible to track currently and the complicated eligibility criteria for many services makes access inconsistent even for those with similar support needs.

The proposed future model recommends the establishment of a comprehensive gateway to access services, through a range of channels including face to face at the network of Community hubs and libraries across the city. Initial assessments will check eligibility and address the need to help people into the right service from the start. The links to supply and meeting employer requirements will be easier to forge and should ensure a clearer pathway into education, training and work making the best use of the employer “Cardiff Commitment”.

Improvement Objective – People at risk in Cardiff are safeguarded

What do we want to achieve?

The Council wants to support children, young people and adults who may be unable to take care of themselves, and empower individuals to protect themselves from significant harm or exploitation. The Council aims to develop a range of more effective services to prevent issues escalating which may result in vulnerable children or adults being separated or cared for away from their families.

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How have we performed in 2016-17

Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
% of Children's services social work vacancies across the service	22.2%	23.5%	18%	No
% of re-registrations on the Child Protection Register during the year	New Indicator	3.9%	New Indicator	New Indicator
% of adult protection enquiries completed within 7 working days	New Indicator	98%	New Indicator	New Indicator
% of children supported to remain living within their family	New Indicator	55.5%	New Indicator	New Indicator
Number of children participating in the challenging extremism module	New Indicator	894	1000	New Indicator

What are our key achievements during 2016-17?

“Not in our City, Not to our Children” – Cardiff’s Child Sexual Exploitation (CSE) Strategy has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has enabled the Council to:

- Draw all key partners together to work to common objectives and a shared action plan
- Establish processes within Children’s Services and with external organisations to identify children at risk at the earliest opportunity
- Draw more effectively on the voices of children and families
- Secure funds for the provision of a specialist service for those children most at risk
- Enable the provision of preventative services at the earliest opportunity
- Support children to break away from sexual exploitation and recover from their experiences

The results of the Council’s qualitative survey show that **86.2% of children** reported that they **feel safe**.

As part of the Council’s 2017-18 budget, additional funding was agreed to establish the temporary Multi-Agency CSE Prevention Team on a permanent basis. This means that the team will continue to implement the CSE strategy, and fulfil the expectations set out by Welsh Government to ensure that performance and progress remain positive. The team will also work with children and families to raise awareness of the risks to children, to reduce the risks and keep them safe.

The percentage of social worker vacancies increased slightly over 2016-17 to 23.5%; in response, the Council has implemented a number of recruitment initiatives to address this. A new recruitment programme was launched, and while vacancy rates have not reduced directly, this is as a result of internal promotions and transfer of staff, thereby promoting staff development. As a result, a more stable workforce across the service has emerged and the Council is relying less on agency workers.

During 2016-17 the **Multi-Agency Safeguarding Hub** was established with the aim of improving the system for protecting children from significant harm by implementing new arrangements for managing referrals. Early indications show that the response to safeguarding children and adults is improving, with multi-agency discussions taking place immediately, thereby improving the timeliness of response to cases.

To support the care for unaccompanied children who arrive in the UK and claim asylum, the **National Transfer Scheme** was launched in July 2016. The scheme represents a voluntary transfer arrangement between local authorities to support unaccompanied asylum-seeking children so there is a more even distribution of caring responsibilities across the UK. During 2016-17, 11 children were received under the Dublin Scheme and of these 11, ten were placed with their families, and one remains in long term care. Furthermore, the Council was commended for its efforts in engaging with the Dublin Scheme.

The **Cardiff and Vale Dementia 3 year plan** was developed in 2014 to address the needs of people with dementia and their carers, as well as serving future population growth. Headline areas where good progress has been made during 2016-17 include:

- Promoting healthy living initiatives in dementia and increasing public awareness and understanding of dementia
- Ensuring timely diagnosis of dementia

- In-patient dementia care

Dementia Champions working within the Council delivered two Dementia Friend sessions which were open to all employees who wanted to learn more about becoming a Dementia Friend. There are currently **over 7,000 Dementia Friends in Cardiff and the Vale of Glamorgan**. The Neighbourhood Partnership areas of Cardiff North, Cardiff South West, Cardiff City and South, and Cardiff East are in the process of establishing local Dementia Friendly steering groups. During the year a Cardiff city-wide plan was finalised and submitted to the Alzheimer's Society for the city to receive 'Working Towards Becoming Dementia Friendly' status. The Alzheimer's Society has now confirmed Cardiff is '**Working Towards Becoming Dementia Friendly**'.

During 2016-17 the Council also made a successful application to be part of the **Child Rights Programme** and Cardiff was designated as a Child Rights Partner by the United Nations International Children's Emergency Fund (UNICEF). UNICEF noted that Cardiff has demonstrated a commitment to children's rights, high aspirations for children and young people in the local authority, and a coherent vision for change. We are continuing to work towards our ambition to attain Child Friendly City status.

What is our self-assessment of our performance?

The Council is able to evidence growing strength and depth in the quality of safeguarding practice and the range and reach of safeguarding activity. Significant new strategic initiatives that provide clear examples of an effective overall strategic direction include:

- Child Sexual Exploitation Strategy.
- Introduction of a Multi Agency Safeguarding Hub.
- Training in the Signs of Safety approach in Children's Services.
- Strengthening of arrangements for safeguarding adults consistent with the requirements of the Social Services and Well-being (Wales) Act 2014.
- Refresh of the statutory boards for safeguarding children and adults respectively.

We have assessed ourselves as making good progress in this Improvement Objective.

What is our plan for the future?

The Council continues to be committed to protecting children, young people, and adults, and empowering them to protect themselves from significant harm or exploitation. The Council will continue to collaborate with its partners and play a lead role in protecting and safeguarding individuals who need care and support from abuse and neglect or any other kinds of harm. The Council aims to:

- Renew its safeguarding vision and strategy by March 2018 in order to take account of new national policy and practice guidance currently under development.

- Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff.
- Strengthen the capacity of children's social services to address increasingly complex needs of children including trafficked children, children subject to Deprivation of Liberty considerations and children struggling with mental health conditions.
- Strengthen Adult Protection procedures in consultation with staff and partners by March 2018 to ensure that adults are protected from harm.
- Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society.

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Improvement Objective – People in Cardiff have access to good quality housing

What do we want to achieve?

The Council wants to deliver high quality, sustainable and affordable homes, particularly to those most in need. To do this the Council will prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing.

The Council wants to ensure that landlords and agents comply with their legal obligations under the Housing (Wales) Act 2014, and ensure that effective measures are in place to support those who are homeless in Cardiff.

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69

How have we performed in 2016-17

Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
The number of additional affordable housing units provided as a % of all additional housing units	64.32% (256 units)	52.06% (329 units)	20%	Yes (more affordable housing units have been delivered)
% of commercial landlords registered with Rent Smart Wales	New Indicator	55%	20%	New Indicator
Number of Landlords in Wales registered with Rent Smart Wales	New Indicator	74,168	26,000	New Indicator
% of interventions provided by the outreach service within 3 days of a report of rough sleeping	New Indicator	100%	90%	New Indicator
Number of Customers supported with their claim for Universal Credit	New Indicator	681	400	New Indicator
Additional weekly benefit awarded to clients	New Indicator	£11,995,475	£6m	New Indicator

What are our key achievements during 2016-17?

Through the **Housing Partnering scheme**, work commenced on both the Braunton & Clevedon and Willowbrook West sites and five Phase 1 sites were granted planning permission. Through partnership working with Wates Residential, 192 homes are expected for completion in 2020. During 2016-17, **329 additional affordable housing units** were delivered in Cardiff to provide access to more affordable housing in the city.

The Council is committed to working with its partners to mitigate the impact of Welfare Reform changes to ensure that those affected still have access to good quality housing, and during 2016-17, **681 claimants were helped** to make or maintain their claim for Universal Credit, along with approximately **3,500 job seekers per month supported** by the Into Work Advice Team. In relation to the **'Back to work' scheme**, the Into Work Advice team supported 310 Cardiff residents affected by the benefit cap and enabled them to participate in the scheme; 75 of these residents returned to work. The Money Advice team continued to provide personal budgeting support and the Into Work advice team provided support to make and maintain claims for Universal Credit. **£11,995,475 in additional weekly benefit was awarded** to help claimants identify the benefits that they were entitled to but not already claiming.

A benefit cap working group was established with partners and information in relation to the families affected by the benefit cap was proactively shared with Registered Social Landlords to enable them to provide advice and assistance appropriately.

The Council continued to act as the licensing authority for **Rent Smart Wales**, to process landlord registrations and grant licenses to landlords and agents who need to comply with the Housing Wales Act (2014). Landlords must be registered and have received training in their responsibilities when renting out properties to tenants. At the end of 2016-17 there were **74,168 landlords registered**, exceeding the set target of 26,000. Furthermore, 55% of commercial landlords were registered, again exceeding the set target of 20%.

Over the last two years, the number of people sleeping rough in Cardiff has steadily increased and single night counts recorded 53 rough sleepers, which represents 38% of the Welsh total of 141. Cardiff's 2016 single night count figure of 53 rough sleepers compares with areas such as Birmingham (55) and Bedford (59) but is not as high as Bristol (74) or Manchester (78). To respond to our commitment of reducing rough sleeping in Cardiff, the Council developed and agreed **The Cardiff Rough Sleeper Strategy 2017-2020**, which outlines how rough sleepers will receive appropriate advice, support and assistance with homelessness. Along with partners, we continued engagement work with rough sleepers to reduce rough sleeping in Cardiff and **100% of interventions were provided by the outreach service within 3 days** of a report of rough sleeping.

What is our self-assessment of our performance?

Housing stress in Cardiff is significant across all sectors and the most visible indicator of increasing housing need has been the dramatic increase in rough sleeping in the city over the past 18 months. Whilst performance in service provision aimed at tackling rough sleeping has been on target and partnership working to develop and deliver against the rough sleeper strategy has been outstanding, the increase in demand, particularly from those without a connection to the city has increased at a rate never experienced before.

Work to deliver against the Welsh Government approved HRA business plan has been good with Welsh Housing Quality Standards maintained and the first phase of the Cardiff Living Partnership now on site. The numbers registered on the joint housing waiting list and the range of supported housing needs show the on-going requirement for large scale new social housing development, and increased affordable housing delivery was achieved during 2016-17.

As a landlord, the annual Tenants Satisfaction Survey provides the Council feedback across a wide range of service standards. In overall terms, the level of satisfaction with Cardiff Council as a landlord in 2016 was 77.9% up from 75.1% in 2015. 81.6% of tenants were satisfied with the condition of their property and 85% were satisfied with the neighbourhood in which they lived.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Council is committed to delivering high quality, sustainable and affordable homes, particularly for those most in need. The Council will prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing. The Council will work to ensure landlords and agents comply with their legal obligations under the Housing (Wales) Act 2014, also acting as the host licensing authority for the Welsh Government's Rent Smart Wales Scheme. The Council recognises that acting on homelessness is an immediate concern and will ensure that measures are in place to support those who are homeless and help prevent people from becoming homeless.

- 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.
- Drive up standards in the private rented housing sector by ensuring private landlords comply with their legal obligations under the Housing (Wales) Act 2014.
- Address rough sleeping in the city through delivering, with partners, the Rough Sleeper Strategy,
- 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.



Improvement Objective – People in Cardiff are supported to live independently

What do we want to achieve?	How have we performed in 2016-17																																							
<p>The Council wants to help people to live independently as their needs change and develop by providing the appropriate support they need to live on their own, providing reasonable adaptations to their homes and more preventative services.</p> <p>To do this the Council must change the way that it delivers services and look at important issues such as preventing hospital admissions, facilitating quick and safe discharge from hospital and allowing people to remain at home and regain their independence.</p>	<table border="1"> <thead> <tr> <th>Performance Indicator</th> <th>Result 2015-16</th> <th>Result 2016-17</th> <th>Target for 2016-17</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>The rate of delayed transfers of care</td> <td>11.18</td> <td>5.22</td> <td>10.79</td> <td>Yes</td> </tr> <tr> <td>Number of adults using the Direct Payments scheme</td> <td>740</td> <td>746</td> <td>750</td> <td>New Indicator</td> </tr> <tr> <td>% of new service requests managed within the Independent Living Service</td> <td>New Indicator</td> <td>62%</td> <td>40%</td> <td>New Indicator</td> </tr> <tr> <td>% of cases where alternative solutions were found by an Independent Living Visiting officer</td> <td>New Indicator</td> <td>98%</td> <td>45%</td> <td>New Indicator</td> </tr> <tr> <td>% of Telecare calls resulting in an ambulance being called</td> <td>7%</td> <td>6%</td> <td>10%</td> <td>New Indicator</td> </tr> <tr> <td>% of eligible adult carers offered a carers assessment</td> <td>76.8%</td> <td>79.5%</td> <td>90%</td> <td>Yes</td> </tr> </tbody> </table>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?	The rate of delayed transfers of care	11.18	5.22	10.79	Yes	Number of adults using the Direct Payments scheme	740	746	750	New Indicator	% of new service requests managed within the Independent Living Service	New Indicator	62%	40%	New Indicator	% of cases where alternative solutions were found by an Independent Living Visiting officer	New Indicator	98%	45%	New Indicator	% of Telecare calls resulting in an ambulance being called	7%	6%	10%	New Indicator	% of eligible adult carers offered a carers assessment	76.8%	79.5%	90%	Yes				
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What are our key achievements during 2016-17?

Since the launch of the **First Point of Contact** for Adult Services (FPOC) in October 2015, the Council has continued to respond to enquiries in the Independent Living Service, preventing the need for less complex cases to be escalated to social care resources. During 2016-17, **3,275 visits were completed**, identifying **1,969 alternative solutions** for clients, which included **£4.3m in extra income**. **88% of clients felt the service improved their quality of life**. In October 2016, a social work team was integrated into FPOC to work jointly with Contact and Visiting Officers, to ensure a preventative approach is taken and individuals are supported to regain and maintain independent living within a community environment.

As part of the agreed and consulted-on Day Opportunities Strategy, the Locality Working Project piloted a new approach to delivering services and supporting older people in the community at a local level looking at co-ordination of day opportunities, locally based home care, health based services, strategic development & future proofing alternative community-based care solutions. Extensive engagement between Day Opportunities and local partners in the public, private and third sector helped gain an oversight of current day opportunities available to older people in North Cardiff, which led to a series of events to create an information and networking platform for the locality. 'Llanishen Gets Together' took place on 29th October 2016. 42 exhibitors took part showcasing a range of information and advice on services and activities available in the Llanishen Area. Turnout was over 120 people and many took the opportunity to sign up for new groups and activities.

Results of the Social Services qualitative survey show that **80.7% of adults and 82.4% of children were satisfied with the care and support they received**. 76.6% of adults and 72.4% of children reported that they received the right information and advice when they needed it. Furthermore, **92.4% of adults and 81.9% of children reported that they were treated with dignity and respect**.

To promote independence, increase social inclusion and enhance self-esteem, **Direct Payments** are offered to people with care and support needs under the Social Services & Well-Being (Wales) Act 2014, through the provision of Domiciliary Care or a Personal Assistant. In 2016-17, 20% of overall domiciliary care packages were managed through Direct Payments. A review of Direct Payments was undertaken in 2016-17 and as a result of this a project was established which has delivered the following:

- A new model of Direct Payments provision which aims to maximise independence
- A new set of contract monitoring procedures within the Direct Payment contract
- A saving of over £100,000 on the annual cost of running the service
- A series of training tools to widen access to information about Direct Payments within the Council

At the end of 2016-17 there were **746 people using Direct Payments**, which was four short of the target of 750.

To allow vulnerable people in hospital to have a timelier and effective discharge from hospital settings, the Council continued to work closely with Health partners in Cardiff & the Vale University Health Board and the Vale of Glamorgan Council to **reduce Delayed Transfers of Care (DToc)** because of social care reasons. During 2016-17, there were **140 fewer delayed transfers of care** when compared to the previous year. Subsequently, a Wales Audit Office review of DToc performance in Cardiff and

the Vale of Glamorgan concluded that partnership working between the Council and Health partners had significantly improved. Both of the Community Resource Teams in Cardiff have moved to a 7-day working pattern to enable hospital discharges to happen at weekends.

What is our self-assessment of our performance?

Good progress has been made to strengthen services that support people in their own homes and prevent more intrusive forms of intervention. The Council has augmented Community Reablement Services with the introduction of a 'Bridging Team'. In recommissioning the Direct Payments provider, the Council took the opportunity to improve the capacity of Direct Payments to support more individuals and provide a more flexible offer.

The Council recognises the need to significantly accelerate a new strategic approach to expand reablement as the default model of choice across a much wider range of Adult Services users and will work with the Institute of Public Care in 2017-18 to produce a new five-year strategy to achieve the necessary step change so that many more people in the community will be able to remain independent for longer.

We have assessed ourselves as making good progress in this Improvement Objective.

What is our plan for the future?

The Council is committed to helping people to live independently by providing reasonable adaptations to their homes and providing more preventative services before their need becomes critical. The Council will continue to:

- Facilitate timely and safe discharge from hospital to allow people to remain at home.
- Build on the success of the new First Point of Contact Service for anybody who needs support.
- Ensure that on the first point of contact, those who need support can access a range of services to secure independent living.
- Facilitate access for young care leavers to good accommodation, employment opportunities, and mentoring.
- Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive.
- Implement new services in 2017-18 in order to promote family stability and reduce family breakdown.

- Implement new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs.
- Review the Supported Living commissioning process for Adults with mental health issues by March 2018, to maximise individuals' care pathway to independent living, by improving the quality of recovery in a safe and supportive environment.
- Implement the recommendations of the Community Services Review regarding the future model of Community Mental Health Service in collaboration with the University Health Board, in order to effectively support and deliver community-based mental health services by March 2019.
- Review Internal Supported Living by March 2018 in order to maximise people's independence.
- Develop a Learning Disability Day Opportunities Strategy 2018–2020 and prepare an effective business case for the redevelopment of Tremorfa Day Centre to help people with a learning disability feel more valued, be more independent and to maximise opportunities for choice and control for each individual.
- Develop and implement an Older People's Housing Strategy in partnership with Communities, by March 2018, in order to ensure that the housing needs of the most vulnerable are met.
- Provide the highest quality of social care possible, in practice and delivery.
- 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.
- Support those citizens and families who live with dementia, including making Cardiff a recognised Dementia Friendly City.
- 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.



Improvement Objective – Cardiff has more employment opportunities and higher value jobs

What do we want to achieve?	How have we performed in 2016-17																													
<p>The Council wants to work with its partners in the public and private sectors to create an environment that supports the development of new businesses and the growth of current businesses in Cardiff. This means investing in infrastructure and creating a supportive environment for start-ups and existing businesses, as well as a proactive approach to secure inward investment and visitors to Cardiff.</p>	<table border="1"> <thead> <tr> <th>Performance Indicator</th> <th>Result 2015-16</th> <th>Result 2016-17</th> <th>Target for 2016-17</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>Grade A office space committed for development in Cardiff</td> <td>316,211 sqft</td> <td>317,732 sqft</td> <td>150,000 sqft</td> <td>Yes</td> </tr> <tr> <td>New & safeguarded jobs in businesses supported by the Council</td> <td>4304</td> <td>1290</td> <td>500</td> <td>No</td> </tr> <tr> <td>Number of overnight stays in Cardiff</td> <td>2,000,300</td> <td>2,025,000</td> <td>+2%</td> <td>Yes</td> </tr> <tr> <td>Number of visitors to Cardiff</td> <td>20,510,000</td> <td>20,380,000</td> <td>+2%</td> <td>No</td> </tr> </tbody> </table>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?	Grade A office space committed for development in Cardiff	316,211 sqft	317,732 sqft	150,000 sqft	Yes	New & safeguarded jobs in businesses supported by the Council	4304	1290	500	No	Number of overnight stays in Cardiff	2,000,300	2,025,000	+2%	Yes	Number of visitors to Cardiff	20,510,000	20,380,000	+2%	No				
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What are our key achievements during 2016-17?

During 2016-17, **1,290 jobs were created or safeguarded** in businesses in Cardiff that were supported by the Council, exceeding the set target of 500 jobs. Construction commenced on **317,732 square feet of Grade A office accommodation in Cardiff**, and Cardiff was named the **third best potential office location in the UK** outside London by CACI, in the Property Week Hot 100 Office Index 2017.

Cardiff won the **Social Media Marketing Award for the Choose Cardiff Campaign**, which promoted the city as a destination to visit, meet and invest using the tagline 'The World's Closest Capital to London'. During the year there were **2,025,000 overnight stays**, which amounts to an extra 24,700 overnight visitors to Cardiff, and we moved from 12th to 10th position in the Top 20 UK towns and cities (excluding London) visited for 1 night (International Passenger Survey – ONS). City Centre footfall also increased by **over 3 million**.

The **Central Square regeneration project** has progressed well, with Number 1 Central Square fully occupied and construction of the BBC Wales Headquarters now above ground. A master plan is in place for land north of Wood Street, based on the Government Property Unit development of 300,000 sq. ft. plus expansion space of 150,000 sq. ft. A site north of Wood Street has been selected by HMRC for a major relocation and expansion, which may bring up to 3,500 jobs to Cardiff in the future.

Headquarters for a major international development charity will be established in Cardiff with the creation of **50 new skilled jobs**.

In March 2016 the **City Deal** was signed in Cardiff and represents an agreement between the UK Government, the Welsh Government and the 10 local authorities of the Cardiff Capital Region. This City Deal represents **£1.2 billion of investment through a 20-year investment fund**, and further enhances partnership working to develop strategic plans and make the most of opportunities by addressing key barriers to economic growth. The City Deal is projected to create up to 25,000 new jobs and £4 billion in additional private sector investment over the next 20 years.

The **Cardiff Business Improvement District (BID)** achieved a successful 'yes' vote in July 2016, establishing a new business-led organisation in the city centre with an annual budget of £1.4m. The BID will support priorities identified by businesses, and work with partners such as the Council and the Police to make improvements to the city centre.

What is our self-assessment of our performance?

Despite limited resources, the Council continues to actively support the creation and safeguarding of jobs in the city, exceeding the target for the year. There continues to be pressure on the ability of the Council to support business through direct support with no funding currently available through the Cardiff Capital Fund. Overall, the Council has actively supported an improvement in the local economy and has been directly involved in the delivery of 1,290 new or safeguarded jobs in Cardiff. External data sources also show continued growth in the number of jobs in the city, which is supported not only by the work of the Economic Development team, but also by the work of the Council to develop the economic infrastructure of the city. From this perspective, the commencement of construction of 317,732 sq. ft. of grade 'A'

office accommodation in Cardiff has boosted the generation of well-paid jobs in the city. Overall, business activity has improved and unemployment in Cardiff has fallen consistently over the last five years from 11% in January to December 2012 to 4.8% in January to December 2016.

It is also important to note that against a general backdrop of funding pressures for business support in Wales and across the UK, Cardiff has continued to work with partners to attract and retain employment. This has seen a continued increase in job numbers that show an additional 9,500 people in employment in the city in 16-17 compared with 15-16.

Visitor numbers for the 2017-18 period will also be impacted by the biggest sporting event in the world, the **UEFA Champions League finals**, that was held in Cardiff in June 2017. This was a highly successful event for the city and placed Cardiff on the world stage. More than 170,000 fans visited Cardiff during this event and over 200 million people across the globe watched the event on TV.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

Capital Ambition outlines proposals for the next phase of investment for Cardiff, which will build on the success of the Economic Development Directorate.

The Council will work with partners in the public and private sector, as well as regional partners, to create jobs and deliver economic growth in a way that benefits all of our communities.

The Council will create an environment which supports the development of new businesses, the growth and sustainability of existing businesses and attracts continued investment. By doing this, the number and quality of jobs available across the city region will increase.



Improvement Objective – Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

What do we want to achieve?	How have we performed in 2016-17																																		
<p>The Council wants Cardiff to develop in a sustainable, resilient and inclusive manner. The Council wants to do this through creating sustainable communities, with high quality housing, great parks and open spaces, and excellent transport links. This will mean securing investment in Cardiff’s transport infrastructure and services allowing people to travel around the city in a convenient and clean way. A new transport interchange and gateway to the city is a key priority for us.</p>	<table border="1"> <thead> <tr> <th>Performance Indicator</th> <th>Result 2015-16</th> <th>Result 2016-17</th> <th>Target for 2016-17</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>% of highways inspected of a high or acceptable standard of cleanliness</td> <td>90.6%</td> <td>90.4%</td> <td>90%</td> <td>Maintained</td> </tr> <tr> <td>% of A, B & C roads that are in overall poor condition</td> <td>5.23%</td> <td>6.07%</td> <td>7%</td> <td>Maintained</td> </tr> <tr> <td>% of all travel to work made by sustainable modes</td> <td>43.9%</td> <td>44.9%</td> <td>44%</td> <td>Yes</td> </tr> <tr> <td>Number of green flag parks and open spaces</td> <td>9</td> <td>11</td> <td>10</td> <td>Yes</td> </tr> <tr> <td>% of people cycling to work</td> <td>9.2%</td> <td>10%</td> <td>10.2%</td> <td>Yes</td> </tr> </tbody> </table>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?	% of highways inspected of a high or acceptable standard of cleanliness	90.6%	90.4%	90%	Maintained	% of A, B & C roads that are in overall poor condition	5.23%	6.07%	7%	Maintained	% of all travel to work made by sustainable modes	43.9%	44.9%	44%	Yes	Number of green flag parks and open spaces	9	11	10	Yes	% of people cycling to work	9.2%	10%	10.2%	Yes				
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What are our key achievements during 2016-17?

The Council's **Transport Strategy** was agreed by Cabinet in October 2016 and brings together the proposals in the Local Development Plan and the Local Transport Plan. The purpose of this strategy is to:

- Raise awareness of Cardiff's transport challenges over the next 20 years
- Highlight the main projects and actions which the Council proposes to undertake to tackle the challenges and increase sustainable travel in Cardiff

The strategy also makes clear the vision to have an integrated transport system that offers safe, efficient and sustainable travel for all, where public transport, walking and cycling provide real and desirable alternatives to car travel, which contributes to making Cardiff a liveable city. Achievements this year include the completion of the A469/A470 scheme and the **award of £2.6million of grant funding** for transport schemes to be developed and delivered in 2017-18. This year also saw the continuation of partnership working with the Welsh Government, other Local Authorities and stakeholders in the region, including consultation and engagement regarding the Wales and Borders Rail Franchise.

Cardiff is set to grow over the next decade and the Local Development Plan provides for 41,000 new homes and up to 40,000 new jobs in Cardiff by 2026, which will inevitably place additional pressures on our transport network. To accommodate this a 50:50 modal split is needed, where 50% of travel to work will need to be made by sustainable modes. In 2016-17, **44.9% of all travel to work was made by sustainable modes**, an improvement when compared to 43.9% in the previous year.

Furthermore, **10% of people cycled to work**, an improvement when compared to 9.2% in the previous year.

The **Central Square regeneration scheme** has progressed and the preparation of the detailed design and planning application for the new bus interchange has been completed.

Once again, Cardiff's parks and green spaces were awarded **Green Flag status**. 11 parks and green spaces in the city maintained by the Council were awarded Keep Wales Tidy's coveted international mark of quality, including Cardiff Bay Wetlands, which received the recognition for the first time. Bute Park, Cardiff Bay Barrage, Cathays Cemetery, Flat Holm Island, Grange Gardens, Parc Cefn Onn, Roath Park, Rumney Hill Gardens, Thornhill Cemetery and Victoria Park have once again met the high standard needed to receive the Green Flag. In our annual Ask Cardiff survey, 62.6% of respondents rated their level of satisfaction with parks and open spaces in Cardiff as 8 or more out of 10 (very satisfied). According to this survey, spending time outside is the single most important activity in terms of personal well-being with 95.3% of respondents rating it as very or fairly important.

2016-17 also saw the launch of the **Love Where You Live** campaign to encourage residents of Cardiff to help keep the city's streets and neighbourhoods clean. The campaign focussed on 5 key elements:

- Zero tolerance approach to littering
- Raising recycling awareness

- Neighbourhood blitzes
- Student education
- Harnessing people power

Through this campaign the Council worked with local businesses and residents to ensure they present waste correctly, in order to help the city reach its 2020 64% waste recycling target. This campaign and zero tolerance approach will continue so that the Council can achieve its aim of allowing Cardiff residents to live in a clean city.

What is our self-assessment of our performance?

Neighbourhood Services

The continued emphasis on street cleanliness in the city has resulted in strong performance in key areas. In Quarter 1, 92.8% of the 1,200 streets assessed were of a high or acceptable level of cleanliness. This exceeds the target of 90%, and the data the assessments provides also helps to target resources. Similarly, 97.6% of reported fly tipping incidents were cleared within 5 working days, again above the target of 90%.

Community cohesion with volunteer groups is continuing to develop with support; this is leading to shaping services and addressing concerns at a local level. The Council will 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.

Transport, Policy ,Strategy & Planning

The Council exceeded its target with proactive progress of cycling and public transport delivery.

Work continues to bring forward the delivery of Strategic New Community Sites allocated in the city’s Local Development Plan. Key developments include progress on strategic sites, Section 106 agreements being negotiated, new homes being delivered and master-planning work is underway.

Progressing planning applications in a timely way is critical to the city’s ability to capitalise on the growth it is forecast to experience, and this continued strong performance builds on work undertaken in 2016-17 to develop and enhance the service. 63.6% of major planning applications and 94.9% of householder planning applications were determined within the respective timescales.

Parks, Sports and Harbour Authority

The service has, through the application of robust management plans, been able to maintain and increase the number of Green Flag status parks and continuing to record very good levels of customer satisfaction.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Council wants to ensure that development across the city is carried out in a sustainable, resilient and inclusive manner. The Council wants to create an outstanding capital city with an attractive, vibrant city centre, and liveable neighbourhoods with high quality housing, great parks and open spaces, and excellent transport links. This will mean securing investment in Cardiff's transport infrastructure and services allowing people to travel around the city and the city region in a clean and convenient way.

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Improvement Objective – All young people in Cardiff make a successful transition into employment, education or training

What do we want to achieve?

The ultimate goal of the 'Cardiff Commitment' is to ensure that all young people in the city of Cardiff secure a job, post education and training, that allows them to be the best that they can be; a job that unleashes and grows their own talents and skills and enables them to contribute fully to the prosperity of the city. At the same time, the Cardiff Commitment seeks to drive up skills development and educational attainment in the city, by connecting young people, schools and wider educational institutions with business and employers.

Working in partnership, the Council is seeking to create a coalition for change that commits to making a real difference to young people's lives and future independence. Delivery outcomes are:

- Higher youth employment and economic activity.
- A better skilled and qualified labour market to meet the needs of growing economy.
- Improved educational achievement for learners.
- Reduced numbers of young people 'Not in Education, Training or Employment'

How have we performed in 2016-17 (Academic year 2015-16)

Performance Indicator	Result AY 2014-15	Result AY 2015-16	Target AY 2015-16	Have we improved?
% of year 11 leavers who made a successful transition to Education, Employment or Training	95.5%	97%	96.5%	Yes
% of year 13 leavers who made a successful transition to Education, Employment or Training	97%	96.51%	97%	Maintained
% of young people in Cardiff schools achieving a recognised qualification by the end of year 11	99.5%	99%	99.5%	Maintained

What are our key achievements during 2016-17?

In the academic year 2015-16, there was a further increase in the numbers of young people leaving school at the end of Year 11 who made a positive transition to ongoing education, employment or training. 97% of year 11 leavers made a successful transition to Education, Employment or Training. This represents an improvement from 91.2% in 2010.

This improvement in outcomes is attributable to several factors, including:

- More effective identification and tracking of young people at risk of becoming NEET
- Improved youth support and mentoring services
- Partnership working with work based learning providers to align course start dates
- Stronger information sharing arrangements between partner agencies
- More robust school engagement.

A new Junior Apprenticeships programme was launched in September 2016, in partnership with Cardiff and Vale College, to offer a full time career focused learning programme for a select number of 14 – 16 year old students in Cardiff. The programme is the first of its kind in Wales and offers six different vocational pathways in line with key economic priority sectors.

During the course of the year, the Council made significant progress with a wide range of partners to shape the 'Cardiff Commitment'. In December 2016 the Council hosted an event in City Hall that welcomed over 70 individuals from the private, public and voluntary sectors, Careers Wales, Job Centre Plus, Welsh Government and our Schools to share ideas and opportunities. Over 40 employers attended a follow-up event in February 2017 and, more recently, employers joined a workshop at Atradius in Cardiff Bay to focus on priorities for action. A high-level Strategic Leadership Group, drawing on senior figures in all sectors of the local economy, has been formed.

What is our self-assessment of our performance?

Although there was a 1.5ppt reduction in the number of Year 11 leavers not in Education, Employment or Training, this figure (100 young people out of a cohort of 3372) is still too high. Whilst there has been good progress during the year in developing the Cardiff Commitment, with significant growth in the number and quality of school-employer links, progress overall remains satisfactory.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Council will continue working with our partners to deliver 'The Cardiff Commitment'. In the short to medium term this will require us to:

- Modify and improve the vulnerability assessment profile tool;
- Improve the co-ordination of post-16 curriculum options, training and pathways to work;
- Enhance relationships between schools and employers to increase access to opportunities for young people;
- Secure work placements and increase the number of traineeships and apprenticeships in the Council.



Improvement Objective – Communities and partners are actively involved in the design, delivery and improvement of highly valued services

What do we want to achieve?	How have we performed in 2016-17																													
<p>Responding to the budget and demand pressures that the Council faces means the need to think differently about how services are delivered. The Council will need to increase partnership working, co-locate some of its services within community facilities, share assets and work with residents and communities to provide services that are more integrated.</p> <p>It also means developing and implementing alternative models for delivering services, reducing costs whilst maintaining the quality of service.</p>	<table border="1"> <thead> <tr> <th>Performance Indicator</th> <th>Result 2015-16</th> <th>Result 2016-17</th> <th>Target for 2016-17</th> <th>Have we improved?</th> </tr> </thead> <tbody> <tr> <td>Customer satisfaction with Council services</td> <td>69%</td> <td>68%</td> <td>80.8%</td> <td>Maintained</td> </tr> <tr> <td>% of municipal waste collected and prepared for reuse or recycled</td> <td>58.17%</td> <td>58.12%</td> <td>60%</td> <td>No</td> </tr> <tr> <td>% satisfaction with Hubs</td> <td>99%</td> <td>99%</td> <td>90%</td> <td>New Indicator</td> </tr> <tr> <td>The number of visitors to libraries and hubs</td> <td>3,068,228</td> <td>3,241,038</td> <td>3,000,000</td> <td>Yes</td> </tr> </tbody> </table>	Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?	Customer satisfaction with Council services	69%	68%	80.8%	Maintained	% of municipal waste collected and prepared for reuse or recycled	58.17%	58.12%	60%	No	% satisfaction with Hubs	99%	99%	90%	New Indicator	The number of visitors to libraries and hubs	3,068,228	3,241,038	3,000,000	Yes				
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What are our key achievements during 2016-17?

During 2016-17, the Council continued to progress in developing new ways of delivering its services, and the results of the annual Ask Cardiff survey show that **80.1% of respondents support the Council in exploring new ways of working with partner organisations** to improve services and deliver efficiencies. This result is an increase on the previous year of 68.4%.

Whilst the results of the Ask Cardiff survey show a very small decline in satisfaction with Council services, the results of the National Survey for Wales paints a very positive picture with **Cardiff ranking 3rd place for high quality services**. 57% of adults in Cardiff stated that they felt the Council provides high quality services; this result is just behind Conwy (61%) and Ceredigion (58%).

Furthermore, results from the Ask Cardiff survey show that **73% of respondents agreed that public services in Cardiff are good** and this trend shows a continuing increase in satisfaction from 65.6% in 2014 and 67.5% in 2015. **45.9% of respondents agreed that the Council offers good value for money**, which again shows an improving trend with 36.6% in 2014 and 35.2% in 2015.

The Community Hubs programme aims to improve face-to-face customer services by integrating and joining up service delivery into better quality facilities and this programme continued to grow throughout 2016-17. The Council opened **three new community hubs**, which means there are now 11 hubs open across Cardiff providing advice and support tailored to local community needs. Work progressed on the Powerhouse Hub and a contractor was appointed for the St Mellons Hub extension so that services to local communities can continue to be provided in the best way. In 2016-17 there were **3,241,038 visits to our hubs and libraries**, an additional 172,810 visits when compared to the previous year. Overall, 99% of visitors to Hubs were satisfied with their visit, and this exceeded the set target of 90% satisfaction.

To continue the sustainable provision of our services, Community Asset Transfers were completed for Llanedeyrn Play Centre to Cardiff Scouts group and Ely Play Centre to Ely Garden Villagers. The Council received interest in relation to Llanrumney Play Centre and Seren Community Group has a licence to operate Splott Play Centre. A lease was arranged for Riverside Play Centre with South Riverside Commercial Development Committee.

A partnership with Greenwich Leisure Limited (GLL) commenced on 1st December 2016 to take over the running of eight Council leisure centres to ensure the future provision of these services in Cardiff.

During 2016-17, the establishment of Commercial and Collaboration Services and Neighbourhood Services was approved by Cabinet, to improve service delivery and increase commercial capacity. Commercial and Collaboration Services includes Recycling Waste Management, Fleet Services, Facilities Management and Projects Design and Development. In relation to Fleet Services, we received approval to install the Civica Tranman fleet management system and progressed the vehicle utilisation programme, which has a target of achieving £400,000 of savings. Our recycling waste services have achieved early progress in a number of areas including the development of new technologies, an increase in commercial waste income, investment in our staff through essential skills training, and a reduction in agency spend by 13%. Furthermore, the service has **increased collaboration with other local authority partners** and processes / handles recyclables for three other local authorities.

What is our self-assessment of our performance?

Recycling strategies continue to work to maintain recycling performance rates and increase waste recycling services such as mattress and bulky item collections. However, the Council's ability to meet the Welsh Government's statutory targets to recycle or reuse 64% of all waste by 2019-20, rising to 70% by 2024-25, will be influenced by changes in the global recycling market, Household Waste Recycling Centre (HWRC) performance, kerbside performance and service demand increases due to a growth in the population of Cardiff.

We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Council is committed to continuing to involve Cardiff citizens in the design, delivery and development of Council services. As part of a new approach to locality working, the Council will hold local roadshows in each neighbourhood area. The aim will be to showcase what is already available in the locality, provide opportunities for existing services, businesses and partners to network, meet the community and promote their work. These events will also provide an opportunity for residents, partners and elected Members to come together to discuss priorities, identify issues and develop solutions alongside services.

- Adopt a Digital First approach to Council services.
- 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.



Improvement Objective – The City of Cardiff Council has effective governance arrangements and improves performance in key areas

How have we measured our progress?

The Corporate Assessment undertaken by the Wales Audit Office in 2014 identified areas where governance arrangements could be strengthened and emphasised the importance of effective performance management in ensuring that the Council's priorities are delivered. The Council wants to continue to strengthen its governance arrangements by working in partnership with the Wales Audit Office and other external partners to secure improved performance of Council services.

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How have we performed in 2016-17

Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
% of National Indicators that are in the top two quarters	52%	60%	50%	Yes
% of National Indicators that met their set target	48.78%	48%	60%	Maintained
% of National Indicators that show an improving trend	67.50%	52%	75%	No
The number of working days lost due to sickness absence	9.56	10.77	8.5	No
% of Personal Performance & Development Reviews completed for permanent staff	90%	94%	95%	Yes
% of middle managers at Grade 7 and below who completed the Cardiff Manager Programme	New Indicator	55.45%	50%	New Indicator

What are our key achievements during 2016-17?

Following the publication of the Wales Audit Office Corporate Assessment Follow-on Report in February 2016, the Council implemented **improvements to its decision-making framework, strengthened its Scrutiny function, and reviewed member development and training**. The webcasting of Council meetings was expanded to promote public understanding of the Council's functions and to support democratic engagement. The Council took action to address vacancies on its scrutiny committees leading to a reduction in the number of elected member vacancies and supporting participation and transparency of democratic and decision-making processes.

The Council continued to build on progress to **strengthen performance management arrangements** by developing a performance management strategy and framework to set out the practice, processes and requirements that all staff should adopt when managing performance. The new performance management strategy provides the overarching statement of what performance management is within the Council and how this approach will help to achieve the Council's priorities. The focus over 2016-17 was to ensure there was a continuation of improvement and that performance management arrangements are fit for purpose. These improvements included the introduction of a Performance Support Group consisting of senior management to challenge and support required improvements in performance. Improved planning and reporting arrangements were also established to provide a clearer line of sight and identification of required improvements.

Unfortunately, the set target in relation to the number of days lost due to sickness absence was not met and the result shows an increase in the number of days lost per person to 10.77 when compared to 9.56 in the previous year. The amount of return to work interviews that were conducted following periods of sickness absence remained strong, however, and long-term absence levels accounted for 64% of the Council's sickness absence. As a result, the Council enlisted the help of APSE to conduct an initial analysis of sickness absence data, coupled with comparator data through the Association of Public Service Excellence (APSE) Performance Networks benchmarking service, and the Council will work with them over the 2017-18 financial year to **find potential solutions to tackle the causes of sickness absence**.

The Council also undertook further work in relation to Human Resources arrangements and created a **new Personal Review scheme** for all staff, designed to allow staff to have more meaningful conversations with their manager, and better access to learning and development opportunities. To develop this new process engagement events were held with senior managers, staff and trade union representatives, and feedback sought from the Council's Ambassadors Group, Senior Management Forum, Employee Roadshows and other employee groups.

What is our self-assessment of our performance?

Between February and May 2017, the Wales Audit Office (WAO) reviewed the Council's progress in addressing the 14 proposals for improvement given by WAO in February 2016. The WAO concluded that the Council had demonstrated sufficient progress in implementing the 2016 proposals. The WAO also undertook inspection work in relation to governance and found that the Council has a clear framework for significant service change supported by improving performance, but arrangements could be more consistently applied. Progress was observed in Human Resources process and strategies, Asset Management, Financial Planning and Information Technology. However, it was noted that rates of completion of mandatory training in information confidentiality and data protection are declining. The WAO report made no further proposals for improvement. We have assessed ourselves as making satisfactory progress in this Improvement Objective.

What is our plan for the future?

The Council wants to continue to develop its approach to performance management, to ensure that the right level of performance information is available to the right groups at the right time to enable evidence-led decision-making and continued improvement in key service areas.

The Council wants to further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers, and ensure that the Council's decision-making process is timely, inclusive, open, honest and accountable.

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Improvement Objective – The City of Cardiff Council makes use of fewer, but better, buildings

What do we want to achieve?

Cardiff Council own a large property estate with a current value of around £1bn. This includes over 500 operational properties used to deliver Council services and around 500 assets retained for investment purposes.

The cost of operating the property estate is the second largest call on the Council's budget, after staff, at circa £50m per annum, including planned maintenance. There is also a growing maintenance backlog in excess of £100m.

The focus for the estate is reducing the cost of ownership of operational property through rationalisation and by improving the quality of the buildings that we retain. This in turn will deliver revenue savings, capital receipts and provide better buildings for our services to operate from.

How have we performed in 2016-17

Performance Indicator	Result 2015-16	Result 2016-17	Target for 2016-17	Have we improved?
Reduce the Gross internal area of buildings in operational use	3.5% reduction	7.9% reduction	4.2%	Yes
Reduce the total running cost of occupied buildings	2.7% reduction	9.2% reduction	4.2%	Yes
Reduce the maintenance backlog	£4,400,000 reduction	£8,892,951 reduction	£4,500,000	Yes
Revenue savings delivered through property rationalisation	£1,000,000	£3,322,009	£1,600,000	Yes
Capital receipts delivered through property rationalisation	£6,700,000	£6,019,500	£7,300,000	No
% change in the average Display Energy Certificate score within our public buildings over 1,000 square metres	5.8%	3.8%	3%	No

What are our key achievements during 2016-17?

The Council is on target to achieve its 5-year Corporate Property Strategy targets by April 2020. This directly supports the objective of having fewer, but better buildings, and the ambition to make the property estate work better for our services, partners and communities. The Corporate Property Strategy is structured around key areas of the Council's estate, namely: schools, office accommodation, depots and community buildings. There are three key principles of the strategy:

Modernisation – Improving the quality of the Council's estate

Rationalisation – Reducing the number of buildings managed and occupied by the Council

Collaboration – Improving the way the Council works across service areas and with public sector partners to join up service delivery in communities

The Council delivered its annual Corporate Asset Management Plan (CAMP) for 2016-17. The CAMP is an annual plan with explicit targets used to progress the aims and objectives of the Corporate Property Strategy. It summarises what was achieved the year before, what is planned for the year ahead, and provides financial targets relating to the reduction in the size and cost of the estate. The targets set out in the CAMP included reducing the maintenance backlog, reducing running costs and generating capital receipts.

During 2016-17 some key transactions and relinquishments have been completed leading to the following achievements:

- 7.9% reduction in Gross Internal Area (617,593 sq. ft.).
- 9.2% reduction in running costs of occupied Council buildings.
- £8.8m reduction in maintenance backlog.
- £6m in capital receipts. Setting annual targets for capital receipts is problematic due to significant external factors which affect timescales. The Council has therefore established a five-year plan and is well on track to exceed the five-year target.
- Completed the assignment of Global Link to the Health Board which realised revenue savings of nearly £3m.
- Completed 15 Community Asset Transfers (CATs) including, Maes y Coed Community Centre, Llanedeyrn Play Centre and Insole Court- the largest CAT in Wales.
- The completion of the Leisure alternative delivery model project ensured significant savings were realised in regards to running costs, operational floor space and maintenance backlog.
- Strategic Estates became a key stakeholder in the Council's Corporate Landlord Programme which is designed to create a single and central point of contact to lead on all non-domestic property matters across the estate.

In addition the Council continued to strengthen its relationship with other public sector partners by sharing occupation of buildings and commencing the delivery of a number of projects that will deliver public sector hubs and relinquish many old, costly buildings.

In respect of the investment estate a clear commercial strategy and new governance arrangement was established and will improve the management and rental income yield for the investment estate going forward. Regular Investment Estate Board meetings were established to manage implementation of the strategy plan and targets.

What is our self-assessment of our performance?

The Council has continued to get a better understanding of the estate in terms of occupancy, suitability and statutory compliance, which is critical to progress modernisation and identify rationalisation opportunities.

The Strategic Estates team was restructured to ensure there is a team in place to deliver the ambitious and commercial transactions over the next few years.

The Council worked very closely with service area partners to further analyse the use of operational buildings, understand service requirements, identify surplus assets and identify opportunities to maximise the efficient use of our properties. This analysis of the operational portfolio and alignment with service need will inform Corporate Asset Management Plan (CAMP) targets for 2017/18 and future years.

We have assessed ourselves as making satisfactory progress in this improvement objective.

What is our plan for the future?

Improving the way in which the Council manages its property, rationalising the estate and planning for the future remains a key priority. In order to best achieve this and meet the goals of the Corporate Property Strategy, projects have been instigated via Corporate Landlord that will enhance our ability to critically analyse estate performance and understand the Council service and property requirements over the short, medium and long term. At the heart of this strategy will be the integration of the work to modernise the schools estate with a view to increasing potential for joined-up community provision.

The Council is carrying out a thorough audit of the whole estate to understand occupancy and suitability, and a condition survey programme for the entire estate has been commissioned in order to gain a true understanding of the maintenance requirement and cost. This in turn will help focus on reducing the cost of ownership of operational property through identification of rationalisation opportunities and also opportunities for investment and modernisation of the buildings that we retain. In addition the Council will have a more intelligent approach in terms of how its estate is maintained and how works are prioritised.

These projects will further support the Council's ability to plan and deliver collaboration initiatives with public sector partners as we seek to join up public services and explore partnership projects.

The Council is continuously developing and considering ways in which it can deliver a better and more commercial estates solution to the Council on a number of fronts, for example, Community Asset Transfers, the investment estate and our disposals programme.

How we measure up

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings	5.3%	3.0%	3.80%	1.9%	Didn't meet target	Declined	8
<p>There was a large variation in the number of Display Energy Certificates (DECs) for each of the reporting years. The main reasons there were fewer DECs included in 2015-16 compared with 2014-15 are related to:</p> <ul style="list-style-type: none"> • No responses from 48 schools which delayed DECs • Site plans not being up to date • Missing energy data due to electricity billing problems and no provision for direct readings • A Number of DECs not required as they were valid for 10 years 								
HR/002	The number of working days, per full-time equivalent local authority employee, lost due to sickness absence	9.6	8.5	10.77	10.3	Didn't meet target	Declined	15
<p>This was over the Council wide target figure of 8.5 FTE days lost per person. Until the outturn for 2016/17 there had been decreasing sickness levels since 2012/13. Return to Work Interview (RTW) performance remained strong, however, Long Term Absence levels accounted for 65% of the Council's sickness. As a result of the outturn position the Chief Executive wrote to all managers asking for renewed focus and emphasised the importance of making management of absence a priority. A number of changes are to be made to the RTW form and improvements to the recording of the reasons for absence. The Association of Public Sector Excellence (APSE) have also been engaged to provide an independent review of our policy and its application, as well as conduct an initial analysis of the data we already hold, coupled with comparator data they hold through the APSE Performance Networks benchmarking service and to hold a number of focus groups.</p>								
EDU/002i	All pupils that leave compulsory education, training or work based learning without an approved external qualification	0.5% (not including EOTAS)	0.5%	1.0% (including EOTAS)	0.9% (including EOTAS)	Didn't meet target	Not available	14
<p>Source- All Wales Core Data Set January 2016:</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
Cardiff has a slightly higher proportion of pupils not achieving a qualification than across Wales as a whole. For the first time in 2015-16, the performance of EOTAS (educated other than at school) pupils has been included in the local authorities' and national figures. This has contributed to a slight increase in the figure since 2014-2015.								
EDU/002ii	Pupils in local authority care that leave compulsory education, training or work-based learning without an approved external qualification	0.0% (not including EOTAS)	0.0%	0.0% (not including EOTAS)	1.5%	Met target	Maintained	1
<p><i>Source – Local Government Data Unit Performance release September 2017:</i></p> <p>All looked after children educated in a Cardiff school left year 11 having achieved a recognised qualification in 2015-16. The Looked After Education Team are becoming more effective in working with all partners including the specialist teacher teams to promote the early identification of, and support for, children in care who are at risk of underachievement. The introduction of the central tracker means that more informative data is available and is being used effectively to identify underachievement at an early stage.</p>								
EDU/003	Pupils assessed at the end of Key Stage 2 achieving the Core Subject Indicator	87.8%	89.62%	89.5%	89.0%	Didn't meet target	Improved	8
There has been an improvement of 1.7percentage points in the percentage of pupils reaching the expected level at Key Stage 2 in 2015/16. The improvement is greater than the national improvement (0.9 percentage point). The proportion of pupils achieving the CSI is now 89.5%, the corresponding national figure is 88.6%. The lowest performing primary schools at Key Stage 2 in 2015 all improved their performance in 2016. Only one primary school now has below 70% of its pupils attaining the CSI at the end of Key Stage 2.								
EDU/004	Pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator	83.4%	85.0%	86.6%	86.1%	Met target	Improved	11
The proportion of pupils reaching the expected level at this Key Stage 3 continues to increase and the rate of improvement has increased again this year. The proportion of pupils achieving the CSI was 86.6%, an improvement of 3.2 percentage points on the previous figure. The improvement was greater than the national improvement of 2.0 percentage points.								
EDU006ii	Pupils assessed, receiving a Teacher	11.8%	11.90%	13.0%	18.0	Met target	Improved	11

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
	Assessment in Welsh at Key Stage 3							
<p>Between academic years 2011/12 (2012-13) and 2015/16 (2016-17), there has been an increase of 985 pupils in Welsh-medium education across the city. By 2020, this is expected to rise by a further 798 pupils, a projected increase of total pupils (aged 4-18) taught through the medium of Welsh to 15%. This has been in part a result of population increases and a result of the expansion of provision within the Welsh-medium sector and the establishment of new schools.</p>								
EDU/011	The average point score for pupils aged 15	497.2	525	510.6	531.0	Didn't meet target	Maintained	16
<p>In 2016-17 there was an improvement of 13.8 points in the average points score. However, performance is below the Welsh average by 21 points. This measure is due to change for 2016/17 academic year:</p> <ul style="list-style-type: none"> The score will be based on nine rather than eight qualifications Five of the nine qualifications used to calculate the score will be: <ul style="list-style-type: none"> - GCSE English Language or GCSE Welsh Language (whichever is the learner's best, literature will not count) - GCSE Mathematics – Numeracy and GCSE Mathematics - The learner's best two science qualifications (from 2018, their best two science GCSEs) The other four qualifications will be the learner's best (highest grade) other qualifications. These could be GCSEs, vocational qualifications (maximum of two GCSE equivalents) or the Skills Challenge Certificate (the core of the new Welsh Baccalaureate). 								
EDU/015a	Final statements of Special Education Need issued within 26 weeks	62.0%	65%	63.3%	77.4%	Didn't meet target	Improved	17
<p>There has been an increase in the number of the pupils with complex needs in Cardiff. Additionally, there has been an increase in the number of requests for assessments for young people with complex Behavioural, Emotional and Social Difficulties.</p>								
EDU/015b	Final statements of Special Education Need issued within 26 weeks (excluding exceptions)	94.6%	98.0%	97.1%	95.4%	Didn't meet target	Improved	18
<p>The outcome for the calendar year 2016 shows a 2.5 percentage point improvement in performance compared to 2015. The target for 2016 has not been met. The number of requests for statutory assessment has been increasing significantly since 2013, and there was a further increase in the number of requests received during the calendar year 2016 compared to 2015, which resulted in a 16% increase in the number of new statements issued in 2016 compared to the previous year. 248 final statements issued during the calendar year 2016; 3 of these were issued beyond the 26 week time limit where no exceptions could be applied.</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
EDU/016a	Primary School Attendance	95.2%	95.4%	95.0%	94.9%	Didn't meet target	Declined	9
Attendance in primary schools fell very slightly to 95% which was a 0.02 percentage point decrease on the previous year. This is in line with the Welsh average. Overall, 48.4% of primary schools achieved an attendance rate of over 95% and 22.1% of schools achieved attendance of 96% or above.								
EDU/016b	Secondary School Attendance	93.9%	95.0%	94.5%	94.2%	Didn't meet target	Improved	7
The 2016-17 (academic year 2015-16) overall attendance figure for secondary schools was 94.5%, which was a 0.6 percentage point improvement on the previous year. This is above the Welsh average of 94.2% and places Cardiff 7th out of the 22 local authorities in Wales for secondary school attendance compared with 11th in 2015-16 (academic year 2014-15).								
EDU/017	Pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics – Level 2+	59.3%	65.0%	62.5%	60.7%	Didn't meet target	Improved	8
The improvements seen at Key Stage 4 over the last few years are continuing. There has been an improvement of 3.2 percentage points to 62.5% in the Level 2+ threshold, placing Cardiff above the Welsh average of 60%. Four schools now have less than half their cohort of pupils attaining the level 2+ threshold, compared to eight in 2014-15.								
LCL/001b	The number of visits to public libraries	8660	8467.5	9050	5449	Met target	Improved	1
The result for the number of visits to Cardiff public libraries during the year for the reporting period 2016/17 has improved against the previous year. The result for 2015/16 was 8,660 and the result for 2016/17 is 9,050. This represents a significant improvement and can be accounted for in the physical footfall rather than the virtual footfall figures. The continued roll out of the hub strategy has seen enhanced facilities open in Llandaff North and Splott in this reporting year. In addition Cardiff Libraries continues to deliver core Universal digital, learning, information, reading and children's (which includes the Summer Reading Challenge) offers to citizens ensuring that relevant events and activities are accessible in all locations which has attracted additional physical visits.								
LCS/002b	The number of visits to local authority sport and leisure centres	8028	9647	7263	8357	Didn't meet target	Declined	20

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
<p>Throughout 2016-17, a procurement process was underway to secure an external leisure operator to oversee the management and operation of 8 leisure centres in Cardiff. During this time, the Council was unable to invest further in facilities and replace gym equipment, which has been attributed to a gradual decline in attendance at these leisure centres. Strong competition from private companies and the delayed opening of the redeveloped Eastern Leisure Centre and new STAR Hub also affected attendance levels. However, there will be significant investment in leisure facilities within the next few years.</p>								
PLA/006b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	64%	20%	52%	35%	Met target	Declined	5
<p>Performance in this indicator continues to be well above the Wales average of 35% and we have achieved a 29% increase in affordable housing delivered in Cardiff. (Please note that this indicator is not comparable to those affordable housing indicators as contained within the Local Development Plan Annual Monitoring Report.)</p>								
PN/009	Food establishments which are 'broadly compliant' with food hygiene standards	93.00%	92.00%	90.74%	95.16%	Didn't meet target	Declined	21
<p>This measure provides an indication of how well a food business complies with food hygiene legislation. Improvements made to the inspections programme of lower risk premises has enabled the service to increase the number of inspections carried out on D rated premises within the City. This represents an additional 300 businesses inspected compared to last year. Many of these low risk businesses have not been inspected for 3- 5 years and during this time, in some instances, standards were found to have deteriorated which has resulted in food hygiene ratings being downgraded and an increase in risk category. This has inevitably impacted negatively on the overall number of food premises rated 3-5. As the SRS visits new premises the inspection process will drive up standards for the future. However, ultimately, the score is a reflection of business performance and not that of the SRS. Premises are only deemed to be broadly compliant if specified risk scores are achieved for cleanliness, structural issues, and confidence in the management of the business.</p>								
PSR/002	The average number of calendar days taken to deliver a disabled facilities grant	247	220	200	225	Met target	Improved	7
<p>The Council continues to invest in and deliver a significant number of adaptations as a key part of the preventative services agenda to enable people to remain independent in their own homes.</p>								

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
PSR/004	Private sector dwellings, that had been vacant for more than 6 months, that were returned to occupation through direct action by the local authority	2.68%	6.60%	0.76%	8.79%	Didn't meet target	Declined	21
<p>The creation of the Shared Regulatory Service (SRS) caused an unintended hiatus in this area of work. Reports to the Scrutiny Committee have explained the reasons behind this break in service delivery and confirmed consequently that the SRS has committed an additional resource dedicated to the work of bringing empty properties back into beneficial use. Following a recruitment process a new Officer has been appointed and this will allow a resumption of proactive work by the SRS in 2017/18 and will augment the work undertaken within Cardiff Council through the running of the Houses into Homes loan scheme to improve progress against the indicator.</p>								
CA/001	The rate of delayed transfers of care for social care reasons	11.18	10.79	5.22	Not available	Met target	Improved	Not available
<p>To allow vulnerable people in hospital to have a more timely and effective discharge we have continued to work closely with Health partners and the Vale of Glamorgan Council to reduce Delayed Transfers of Care (DToC) as a result of social care reasons. During 2016-17 there were 140 fewer delayed transfers of care when compared to the previous year. A Wales Audit Office review of DToC performance in Cardiff and the Vale of Glamorgan concluded that partnership working between Cardiff Council and Health had significantly improved. Both of our Community Resource Teams in Cardiff have moved to a seven day working pattern to enable hospital discharges to happen at weekends.</p>								
SCC/002	Looked After Children who have experienced one or more changes of school	9.1%	16.0%	13.3%	Not available	Met target	Declined	Not available
<p>Please also see SCC/004 - 13.3% (56 / 421) of compulsory school age children who were looked after at 31 March 2017 experienced a non-transitional school move during the year, compared with 9.1% (34 / 372) in 2015/16</p>								
SCC/004	Looked After Children who have had three	9.9%	12.0%	11%	Not available	Met target	Met target	Not available

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
	or more placements during the year							
<p>11% (79 / 725) of children who were looked after at 31st March 2017 had 3 or more placements during the year, compared with 9.9% (64 / 644) in 2015/16 (Measure 33). There has been a small reduction in performance against this indicator. This was anticipated due to concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area. This was reflected in the 12% target for 2016/17, and the target was met.</p>								
STS/005b	Highways inspected of a high or acceptable standard of cleanliness	90.6%	90.0%	90.5%	96.6%	Met target	Declined	20
<p>Additional measures are in place to further improve performance in this area. The Love Where You Live Campaign includes additional blitz operations on top of normal street cleansing, as well as working with community groups and volunteers so we can create a sense of pride in the communities that we live in.</p>								
STS/006	Fly tipping incidents cleared within 5 working days	97.91%	90.0%	98.35%	95.37%	Met target	Improved	4
<p>During the past year the enforcement team has become part of a new delivery model for neighbourhood services and as such a number of improvements have been made to processes to streamline operations and more accurately and proactively report fly-tipping incidents, and clear within stipulated timescales, this together with the recruitment of new staff has increased the teams capacity to meet and exceed set targets.</p>								
THS/007	Adults aged 60+ who hold a concessionary bus pass	96.5%	94.0%	98.9%	87.0%	Met target	Improved	1
<p>In 2016 there were 61,843 over 60 bus passes in circulation in Cardiff which is 17% of the overall population in Cardiff. This is a 4% increase in the number of passes in circulation from the previous year 2015, although it should be noted that we have our data cleansed every 2 years and the last data cleanse took place in 2015. The overall population of Cardiff has also increased by 1% since the previous year.</p>								
THS/012	Principal (A) roads, nonprincipal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	5.2%	7.0%	6.1%	10.7%	Met target	Declined	8

Reference	Success Indicators	2015-16 Outturn	2016-17 Target	2016-17 Outturn	Wales Average	Target Met	Trend	Cardiff's Rank (out of 22 Local Authorities)
In 2016-17 Cardiff applied the provisions for the programming and report of Scanner Surveys as required by the national guidance (100% of A and B roads in one direction/50% of A and B roads in both directions, 50% of C roads in one direction or 25% of C roads in both directions) plus ad hoc sections of the road network, in comparison to 2015-16 when budget allocations were made that enabled us to survey 100% of A, B and C roads in both directions – i.e. over and above the requirements of the guidance.								
WMT/004	Municipal waste collected by local authorities sent to landfill	7.51%	25.0%	1.59%	9.50%	Met Target	Improved	4
Prosiect Gwyrdd energy recovery facility for residual waste is maintaining a high performance. Limited materials continuing to landfill from other waste streams.								
WMT/009	Municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	58.17%	60.0%	58.12%	63.81%	Didn't meet target	Declined	20
Recycling strategies continue to work to maintain and improve the recycling performance. The impacts of global markets and commercial growth have influenced the overall recycling position.								

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

4 October 2017

CUSTOMER LEADERSHIP TASK & FINISH INQUIRY

Reason for this Report

1. To seek Committee's agreement to the commencement of an inquiry into Customer Leadership, and for the Terms of Reference that will form the focus of its work.

Background

2. The Committee has developed its work programme for 2017/18 over the summer, during which improving customer leadership and culture in the delivery of Council services was identified as a priority.
3. At its meeting on 20th September 2017, the Committee agreed to proceed with an inquiry into Customer Leadership across the Council. Four Members have volunteered to undertake this inquiry on behalf of the Committee. Councillor Walker will Chair the Task and Finish group, alongside Councillors Berman, Bowen-Thompson and Cunnah

Way Forward

4. Attached at **Appendix A** is a proposed Scoping Summary Sheet for the inquiry, setting out timescales, and potential contributors to the inquiry.

Legal Implications

5. 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

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

7. The Committee is recommended to consider the Scope, the proposed approach, and agree the Terms of Reference for the Customer Leadership task group inquiry.

Davina Fiore

Director Governance & Legal

28 September 2017

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE - SCRUTINY INVESTIGATION
SCOPING EXERCISE SUMMARY SHEET**

PROPOSED TOPIC: Customer Leadership				
PROPOSED TYPE OF SCRUTINY INVESTIGATION: Inquiry				
Proposed Terms of Reference	<p><i>To explore opportunities for embedding customer culture and leadership across the Council by:</i></p> <ul style="list-style-type: none"> Clearly defining the challenges, such as diverse services, multiple touch points, and a large number of staff. Reviewing existing best practice internally and externally Identifying mechanisms for improvement such as customer charter, customer “champions” across the Council, and corporate customer service training. <p><i>To examine Council policy (guidelines) for supporting the digitally disadvantaged (Digital inclusivity)</i></p> <p><i>To make recommendations for improvement in Customer Leadership.</i></p>			
Task & Finish Group Recommended.	<p>Yes</p> <p>The Communities, Housing and Customer Services Directorate has offered staff time to support this task, with a view to taking responsibility for implementing the review findings. Subject to consultation currently underway on Senior Management Arrangements, the Customer Services team of the Resources Directorate will continue to support the task.</p>			
Stakeholders	<p>Stakeholders Customers All Members of the Council Cabinet Members Senior Management (Chief Executive, Corporate Directors, Directors, Chief officers, Operational Managers) Employees</p>			
Number of meetings required				
Meeting 1	<p>Internal Evidence</p> <p>Setting the context – Presentation from relevant Cabinet Member / Senior officers</p> <p>Cllr Chris Weaver, Senior team representatives including Isabelle Bignall, Assistant Director Customer Services, Rachel Bishop, Customer Services OM, and Lowri Morris. Assistant Contact Centre Manager</p>			
Meetings 2 - 4/5	<p>External evidence</p> <p>Presentations by recognised customer service experts, for example:</p>			
4.SS.01c	Issue 2	Date: 08/06	Process Owner: Chief Officer Scrutiny, Change & Efficiency	Authorisation: Scrutiny OM
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	<ul style="list-style-type: none"> • Customer Culture and behaviours expert <i>Mike Pope, Customer Service & Bespoke Leadership Training</i> • Welsh Contact Centre • Admiral • HSBC • John Lewis
Meeting 6	Sum Up Meeting – consideration of all information received during the Inquiry and agree way forward for draft report/recommendations
Meeting 7	Consideration of draft report/recommendations

<p><u>Proposed Reporting Arrangements</u></p> <ul style="list-style-type: none"> • Investigation to be undertaken between October and December 2017 • Report to be considered by the Scrutiny Committee – February 2018 • Report from Scrutiny to Cabinet - February 2018
<p><u>Potential Outputs/Outcomes from this investigation</u></p> <p>To produce a report that:</p> <p>Uses the evidence gathered to make recommendations to the Cabinet for improving customer leadership across the Council.</p> <p>Includes a draft customer charter that promotes a customer centric culture internally.</p>

* Delete as appropriate