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## AGENDA

<b>Committee</b>	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
<b>Date and Time of Meeting</b>	WEDNESDAY, 8 MAY 2019, 4.30 PM
<b>Venue</b>	COMMITTEE ROOM 4 - COUNTY HALL
<b>Membership</b>	Councillor Walker (Chair) Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson, Lister and Mackie

*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 **Minutes** (*Pages 5 - 12*)

To approve as a correct record the minutes of the 10 April 2019.

### 4 **Bilingual Cardiff - To follow**

Scrutiny of the Action Plan to address findings of the annual independent review of Cardiff's Bilingual Strategy.

### 5 **Delivering Capital Ambition** (*Pages 13 - 26*)

An update from the Wales Audit Office regarding their report of the delivery of Capital Ambition.

### 6 **Developing the Property Strategy - To follow**

To assist the development of Property Strategy due for determination by Cabinet in 2020.

By receiving this Agenda Pack electronically you have saved the Authority approx. £\*\* in printing costs

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

- 7 **Forward Work Programme** (*Pages 27 - 28*)
- 8 **Urgent Items (if any)**
- 9 **Date of next meeting - 12 June 2019**

**Davina Fiore**

**Director Governance & Legal Services**

Date: Wednesday, 1 May 2019

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

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

10 APRIL 2019

Present: Councillor Walker(Chairperson)  
Councillors Bowen-Thomson, Boyle, Cunnah, Hudson, Lister  
and Mackie

74 : APOLOGIES FOR ABSENCE

None

75 : DECLARATIONS OF INTEREST

Members had a responsibility under Part 5 (iii) of the Constitution, the Members Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

COUNCILLOR	ITEM	REASON
Mackie	4	Sister Head of Integrated Care

76 : MINUTES

The minutes of the meeting held on the 13 March 2019 were approved as a correct record and signed by the Chairperson.

77 : DELIVERY OF THE CAPITAL AMBITION PROGRAMME

The Chairperson advised the Committee now had an opportunity to consider the report on the progress being made regarding the delivery of the Capital Ambition Programme the Committee considered Modernisation portfolio at the last meeting and today the focus was on the Resilient Services portfolio.

The Chairperson welcomed:

- Councillor Chris Weaver (Cabinet Member for Finance, Modernisation & Performance)
- Sarah McGill (Corporate Director People and Communities)
- Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)

The invitees would be providing a short overview presentation and would be remaining throughout the meeting to support each of the following 4 programmes.

- Inclusive Growth
- Improving Outcomes for Adults
- Improving Outcomes for Children
- Street Scene

The Chairperson invited Councillor Weaver to make a statement.

Councillor Weaver welcomed the Committee's scrutiny of the Resilient Services portfolio and the opportunity for the Committee to be provided with information on the Programme Boards.

The Committee received a presentation which provided information on the following:

- Background
  - In December 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme (CADP), to lend impetus to the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.
  
- Governance
  - Senior Responsible Officers outlined and reporting mechanisms
  
- Current position of the Resilient Services Portfolio within the CADP
  - Four Programme Boards
  - Improving Outcomes for Children
  - Improving Outcomes for Adults
  - Inclusive Growth
  - Street Scene

The Committee was informed that Appendix 1 of the report listed the projects along with their RAG status.

The Chairperson thanked the Officers for the presentation and invited the Committee to ask questions.

The Committee was keen to understand why the CADP was composed of two discrete components, Modernisation and Resilient Services.

The Committee was advised that different resources were established for Resilient Services as the programme was outward facing, including working with partners and reporting to the Public Service Board. The establishment of partnership working was essential to deliver services and to support key outcomes and growth going forward. The Public Services Board arrangements had developed integrated working between the Council, Health and Police, which contributed towards achievable outcomes.

Members of the Committee drew attention to the reporting structure of the Dashboards and asked why the monitoring was different with Resilient Services.

The Committee was assured the exact same Governance was in place to monitor progress, with various programmes positioned below this to support the projects.

The Committee was provided with information on the Regional Partnership Board, which supported both Cardiff and The Vale of Glamorgan. The involvement of the Third Sector and how their activities and objectives linked into the Wellbeing Plan.

The Committee moved onto the Inclusive Growth programme. The Chairperson welcomed:

- Councillor Lynda Thorne (Cabinet Member for Housing and Communities)
- Jane Thomas (Assistant Director Housing & Communities)

The Committee received a presentation which outlined the following:

- The projects aim was to ensure that the benefits of Cardiff's economic growth were shared across all the city's communities and was at the heart of Capital Ambition.
- Inclusive Growth Projects
- Further Development of the Into Work Service
- New Service launched 1 April 2018
- Improving Employer Engagement
- Work Experience and Volunteering
- Targeting Services at the Most Vulnerable
- Social Responsibility Project
- Tackling Poverty & Inclusive Growth

The Chairperson invited the Committee to ask questions.

Members of the Committee were informed of the improved decision making process in place through partnership working and how this had led to stronger links with Children Services and enhanced data sharing.

The Committee was advised that the Council worked closely with the Job Centre who frequently attended Service Area meetings. Economic Development staff would also analyse potential business coming into Cardiff and organise interviews with clients.

Members of the Committee were keen to hear what statistics could be provided in relation to construction projects.

It was explained to the Committee that the Council's partnership with Cardiff Living had apprentice schemes which provided people with certificates to work in construction. Certain areas had been targeted, Adult Community Living and Job's Fair in Butetown.

**ACTION:** JT to provide the Committee with the figures.

The Committee were pleased with the progress being made for Bright Start, the Specialist Mentoring Team and the tie in between the Youth Service and Cardiff Commitment.

Members were informed of the on-going work in place with the Youth Service, including data sharing using the Vulnerability Identify Tool.

The Committee welcomed the process in place to support information sharing and how this monitored the needs of the individual and supported job prospects.

Members were advised of the programmes in place to support the 2 Young to Retire group and how up skilling was provided to encourage people back into the work place.

The Committee was concerned with the levels of economic activity in parts of Cardiff that were lower than Wales and the UK and asked what training was provided in these areas.

Members were advised that there were significant pockets of poverty in Cardiff, with under achievements and intergenerational poverty contributing towards this. These areas were being targeted by the Council.

The Committee was advised that schemes were in place to support people in the work place and this would be picked up going forward.

The Committee moved onto Improving Outcomes for Adults Programme and welcomed:

- Councillor Susan Elsmore (Cabinet Member for Social Care and Health)
- Claire Marchant (Director of Social Services)

The Chairperson invited Councillor Susan Elsmore to make statement.

Councillor Elsmore drew attention to wellbeing and the importance of partnership working within the Public Sector. As Chairperson of the Cardiff & Vale Regional Partnership Board it was key, that to support Capital Ambition going forward partnership colleagues and the sharing for information was significant for success. The Regional Partnership Board was transformational and re-focusing investment for improvement.

The Committee received a presentation which outlined the following projects:

- Get Me home
- Community Resource Team/ Get Me Home Plus
- Care and Housing
- Dementia Friendly City

The Chairperson invited the Committee to ask questions.

The Committee drew attention to Get Me Home and the overseeing of the work at UHW, alongside the Council and asked how this was co-ordinated.

The Committee was informed of the process in place to support the project. There was a Senior Responsible Officer in place with both the Council and the Health Board jointly managing the project. This was being monitored through Capital Ambition and the Regional Partnership Board.

The Committee was advised of the performance matrix in place to track the funding through transformation. Resources could also be moved to sustain the service.

Members of the Committee asked about the liaison with stakeholders especially the Community Health Council.

The Committee was assured that contact was being made with the Community Health Council.



The Committee drew attention to the Ask Cardiff Survey results for provision of Public Service, which had dropped from 76.4% in 2016 to 72.8% in 2018, and how this could be accounted for.

The Committee was informed that it was essential to see an upward curve by 2020. The project Get Me Home was about trust in the service in order to drive this agenda forward. The Council's relationship with Health was improving and changes would be realised.

The Chairperson moved onto the Improving Outcomes for Children programme and welcomed:

- Councillor Graham Hinchey (Cabinet Member for Children's & Families)

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey thanked Members for their support. Challenges had been experienced in Children's Services with difficult budget cuts being experienced by all local authorities.

The Committee received a presentation which outlined the following:

- Strategic Vision – Shifting the balance of care
- Projects
  - Child Friendly Cities
  - Early Help
  - Workforce
  - Disability Futures Programme
  - Child Placements – Residential/Fostering
- Key Areas of Concern
- Initial Areas of Improvement

The Chairperson invited the Committee to ask question.

The Committee asked what impact the Resilient Service Portfolio had on the current services.

Members were advised that the Programme Board focused on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Up' Well-being Objective, contained in the Public Services Board's Well-being Plan. As a result of strengthened partnerships arrangements through Children and Young People, Education, Health and Police services, effective prevention and early intervention was the priority. Challenges were still apparent, but through work from the Regional Partnership Board identifying priority issues, services could be redesigned to support outcomes. The Child and Adolescent Mental Health Services (CAMHS) had transferred into Cardiff and the Vale.

The Committee was provided with information on how Schools were supporting pupils with identified needs to improve the life journey of the child. Regular Partnerships Board meetings took place to address issues, including Health and early intervention with a review of the Multi Agency Safeguarding Hub (MASH) and its threshold.

The Committee asked if Out of County placements were increasing.

Members were informed of the Residential Commissioning Strategy in place which looked at the type of support the child required. Placements were always provided based on the best needs of the child, even if that required an out of county placement. Additional accommodation was being developed across the city, including the Column Road development. Growing Foster Care supply was essential, along with the assessment of Kin-Ship carers.

Members of the Committee asked for information on the expansion of the Adolescent Resource Centre.

The Committee was advised of the funding being provided to support and improve the Foster Service, without providers making a profit from the service. The Committee was also reminded of the Corporate Parenting training available for Members. Pressure money had also been identified to expand the ARC and look at its staffing profile, which included creativity and innovation mechanisms.

The Committee was keen to learn more about the Disability Futures projects and the coping strategies in place.

Members of the Committee were informed of the plans in place to support the project. Integrated working with Adults and Children was being developed to incorporate disability work. The service had to be fit for purpose with an all age support to provide the appropriate service required. A mentoring scheme, known as the Personal Advisor service was provided which connected into work services for people that linked into the Cardiff Commitment.

The Committee moved onto the Street Scene programme and welcomed:

- Councillor Michael Michael (Cabinet Member for Clean Streets, Recycling and Environment)
- Andrew Gregory (Director Operations, Planning, Transport & Environment)
- Matt Wakelam (Assistant Director Street Scene)

The Committee were provided with a presentation which outlined the following:

#### Cleansing Round Redesign

- Terms of Reference
- Outcomes to be supported
- Data Set – Cleansing for 2018
- Work Completed to date (6 areas proposed)
- Street Cleansing (single day) example
- Small Mech Round (single day) example
- Litter bin round (single day) example
- Plans for the future

#### Core Data Sets and Ward Action Plans

- Terms of Reference
- Outcomes to be supported
- Street Scene – Data Set Family
- Data held – Service based data
- Street Scene – Ward based data

The Chairperson invited the Committee to ask questions.

Members of the Committee were keen to hear of changes that had taken place in the service area, following industrial relation issues in waste management and had any alternative delivery models been considered.

The Committee was advised that management styles were changing with staff having regular meetings about sickness absence issues. The service was delivering the best possible provision that it had, with the current resources it had to support the functionality. The silo working mentality had been removed and productivity was being realised. Benchmarking exercises had taken place to address sickness absence and staff were being supported to achieve targets in a positive environment.

Members of the Committee asked about the allocation of resources around the city as it was not consistent.

The Committee was advised that additional resources were welcomed but the current fleet was being utilised accordingly within their budget. Street Cleansing was improving including improved cleaning at night.

The Committee drew attention to the principles of re-designing the service and how waste collections were being factored in to support street cleaning timings.

Members were informed of the waste collection process and the alignment between Cleansing and Environment. Staff would work from 6am – 2pm with an expansion of 143 full time equivalents. City Centre cleansing worked throughout the night.

The Committee was advised that following the introduction of new digital models residents would be able to log onto the system and monitor their respective vehicle through its pick up points.

Members of the Committee explained there were different solutions for different areas as Cathays experienced increased problems with rats.

Members were advised that data would look at locality and how solutions to the issues could be applied.

The Committee was advised that the Parks Services would be integrated, with 7 staff from Parks being deployed to Street Cleansing. There was also a suggestion to support a move to area based management of cleansing and enforcement.

Members were advised that if photographs of litter were sent to the Litter Team action would happen.

The Committee was advised that a new solution (Bartec) was procured and a new back office management system and in-cab mobile technology had been installed. This had enabled a real time visibility of round progression, improved management information and better utilisation of resources.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Members on behalf of the Committee to convey their comments and observations.

78 : COMMITTEE BUSINESS REPORT

The Committee noted that the Task & Finish Group – Reviewing Scrutiny Impact would be organised after Easter.

Councillor Lyn Hudson to be added to the Task & Finish Group.

The Committee noted the correspondence.

79 : DATE OF NEXT MEETING - 8 MAY 2019

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**08 May 2019**

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**WALES AUDIT OFFICE (WAO)- REVIEW OF THE ARRANGEMENTS TO SUPPORT  
THE CAPITAL AMBITION DELIVERY PROGRAMME**

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**Reason for the Report**

1. To receive the report from the Wales Audit Office following their review of the Council's Capital Ambition Delivery Programme as attached at **Appendix 1**.

**Background**

2. In 2017 the Cabinet approved 'Capital Ambition', the administration's 5 year policy programme for the Council. These priorities have been translated into the Council's Corporate Plan for 2018-21, called Delivering Capital Ambition. The Council has also aligned partnership planning and delivery arrangements behind the delivery of key areas of Capital Ambition that require strategic partnership working.
3. Cabinet approved the establishment and implementation of the four-year Capital Ambition Delivery Programme on 14 December 2017. The Capital Ambition Delivery Programme comprises two components: Modernisation and Resilient Services. Modernisation is defined as: transformation of corporate systems and processes that support service delivery and Resilient Services is defined as: transformation of front-line services, typically working in partnership with other organisations, with local communities and with those who receive the service.
4. The Capital Ambition Delivery Programme has been developed to address the key financial and organisational challenges of the Council which include :
  - deliver high levels of savings;
  - manage demand pressures, particularly in the area of social services; and

- satisfy the Council’s priorities as stated in ‘Delivering Capital Ambition’.
5. The Wales Audit Office (WAO) undertook a review of The WAO chose to carry out this review over a number of months, September 2018 to March 2019, in order to observe the governance arrangements in practice.
  6. The Policy Review and Performance Scrutiny Committee has responsibility within its Terms of Reference for scrutiny of the Strategic Programmes. In March and April 2019, the Committee reviewed the Capital Ambition Delivery Programme and the progress being made in respect of the Modernisation and Resilient Services Portfolios.

### Issues

7. The WAO review is shown at **Appendix 1** to this report which identifies a number of Proposals for improvement

P1	The Council needs to strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the Programme to increase accountability and help provide momentum.
P2	The Council would benefit from a review of the Capital Ambition Delivery Programme management arrangements alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans.
P3	The Council could do more to assess the extent to which the Capital Ambition Delivery Programme is contributing to the achievement of the Council’s £91m savings target and make links to the medium term financial plan.

### Way Forward

7. The following representatives will be in attendance to provide information and respond to any concerns that the committee members may have:
  - *Sara Jane Byrne, (WAO – Local Government Performance Audit Manager)*
  - *Ian Phillips, (WAO – Local Government Performance Auditor)*
  - *Samantha Clements, (WAO – Local Government Performance Auditor)*
  - *Cllr Huw Thomas, (Leader of the Council)*
  - *Cllr Chris Weaver, (Cabinet Member for Finance, Modernisation & Performance)*
  - *Christopher Lee, (Corporate Director, Resources)*
  - *Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)*

## **Legal Implications**

8. 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**

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

## **RECOMMENDATION**

17. The Committee is recommended to:
- a. consider the information provided at this meeting; and
  - b. determine whether it wishes to relay any comments or observations to the Cabinet Member for consideration; and

c. consider the requirements for further scrutiny of this issue.

**Davina Fiore**  
**Director of Governance & Legal Services**  
**01 May 2019**





WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Review of the arrangements to support the Capital Ambition Delivery Programme – **Cardiff Council**

Audit year: 2018-19

Date issued: April 2019

Document reference: 1184A2019-20

This document has been prepared for the internal use of Cardiff Council as part of work performed in accordance with section 17 of the Public Audit (Wales) Act 2004 and section 18 of the Local Government (Wales) Measure 2009.

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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.

This document is also available in Welsh.

The team who delivered the work comprised Ian Phillips, Samantha Clements and Sara-Jane Byrne under the direction of Huw Rees.

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# Detailed report

## Summary

### What we reviewed and why

- 1 In 2017 the Cabinet approved 'Capital Ambition', the administration's 5 year policy programme for the Council. These priorities have been translated into the Council's Corporate Plan for 2018-21, called Delivering Capital Ambition. The Council has also aligned partnership planning and delivery arrangements behind the delivery of key areas of Capital Ambition that require strategic partnership working.
- 2 Cabinet approved the establishment and implementation of the four-year Capital Ambition Delivery Programme on 14 December 2017. The Capital Ambition Delivery Programme comprises two components: Modernisation and Resilient Services. Modernisation is defined as: transformation of corporate systems and processes that support service delivery and Resilient Services is defined as: transformation of front-line services, typically working in partnership with other organisations, with local communities and with those who receive the service.
- 3 The focus and purpose of our review was shaped by the fact the Council is continuing to experience severe financial pressures that require all services to be challenged to:
  - deliver high levels of savings;
  - manage demand pressures, particularly in the area of social services; and
  - satisfy the Council's priorities as stated in 'Delivering Capital Ambition'.
- 4 We monitored the development and implementation of Cardiff Council's (the Council) Capital Ambition Delivery Programme. We chose to carry out this review over a number of months, so as to observe the governance arrangements in practice.
- 5 We undertook the review during the period September 2018 to March 2019.

### What we found

- 6 Our review sought to answer the question: Are the Council's arrangements to support the delivery of its four-year 'Capital Ambition' Delivery Programme enabling it to address its key financial and organisational challenges?
- 7 Overall we found that: the Council has sound programme management arrangements in place for its Capital Ambition Delivery Programme, but it needs to strengthen engagement with scrutiny and links to its medium term financial plan. We concluded this because:
  - Governance arrangements in place to support the Programme provide the necessary information to understand and challenge progress, but the Council need to ensure that the level of resource and in particular senior officer time commitments to the Programme are delivering improved outcomes

- the role of scrutiny in monitoring and challenging the Programme is underdeveloped.
- the Council is working constructively with other public services to help implement the Programme.
- the Council is focusing on how it can address its significant service demand, drive service improvement and address medium term financial challenges through the Programme, but links to its medium term financial plan could be strengthened.

## Proposals for Improvement

### Exhibit 1: proposals for improvement

The table below sets out the proposals for improvement that we have identified following this review.

Proposals for improvement	
P1	The Council needs to strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the Programme to increase accountability and help provide momentum.
P2	The Council would benefit from a review of the Capital Ambition Delivery Programme management arrangements alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans.
P3	The Council could do more to assess the extent to which the Capital Ambition Delivery Programme is contributing to the achievement of the Council's £91m savings target and make links to the medium term financial plan.

# Detailed report

**The Council has sound programme management arrangements in place for its Capital Ambition Delivery Programme, but it needs to strengthen engagement with scrutiny and links to its medium term financial plan**

**Governance arrangements in place to support the Programme provide the necessary information to understand and challenge progress, but the Council need to ensure that the level of resource and in particular senior officer time commitments to the Programme are delivering improved outcomes**

- 8 The Council's administration has articulated its priorities in its policy programme called 'Capital Ambition.' The Council has translated these priorities into its Corporate Plan, called 'Delivering Capital Ambition'. The Council has established the Capital Ambition Delivery Programme (the Programme) to deliver service change in defined areas requiring significant reform.
- 9 The Programme has a high profile within the Council with strong commitment from both senior management and the Executive. The Programme is split into two portfolios of boards:
  - modernisation portfolio of boards focuses on the transformation of corporate systems/processes that support service delivery programmes such as Corporate Landlord and Digital First.
  - resilience portfolio of boards focuses on the transformation of frontline services Programmes such as Improving Outcomes for Children, Improving Outcomes for Adults, Inclusive Growth and Street Scene.
- 10 Officers provide a quarterly assessment of the Council's position in delivering 'Capital Ambition' to Cabinet at Progress and Performance Group meetings. This is in addition to the formal Cabinet meetings for which reports and minutes are publically available. However, members more generally are not as well sighted of the Programme. An increased awareness of the Programme amongst members will enable a better understanding of progress and outcomes arising from it.
- 11 The Council's Senior Management Team performs the function of an overarching Programme Management Board covering both portfolios. This meets fortnightly and dedicates a proportion of its agenda time to monitoring and oversight of the Programme. The Programme Management Board receives dashboard reports for the Programme on an exception basis based on risk.
- 12 We observed a Digital Board meeting which forms part of the Modernisation Programme portfolio. This meeting was chaired by the Chief Executive, and it was clear that progress was being clearly presented and robustly monitored.

- 13 The Council has also invested in a central corporate resource, a team established to oversee and manage the Programme. It is this team of staff who are responsible for maintaining a central project database and regular liaison with officers responsible for the delivery of project work. The team manager assimilates this information and uses it to prepare monitoring reports for circulation to the various groups involved in programme governance. In addition to this, there is regular involvement from finance, Human Resources, procurement, and ICT to actively support, enable and challenge Programme delivery.
- 14 Documentation for projects within the Programme refers to the need for improved monitoring of project cost versus benefits (for example, a key responsibility in the Streetscene Programme Board Terms of Reference), but we found no evidence to suggest that this was being done. This information will assist the Council to better evaluate whether the Programme is delivering value for money.
- 15 The Council has committed a high level of resource and senior management time to the management and delivery of the Programme and this commitment is helping to enable project delivery. The Council should regularly review the programme to ensure that this high level commitment and senior officer time is being translated effectively and efficiently into service change and improved outcomes.
- 16 In addition to the Programme governance arrangements, the Council has further governance arrangements as illustrated in a flowchart in the Directorate Delivery Plans (DDPs). This flowchart depicts clear lines of accountability to deliver the Local Well-being Plan and Corporate Plan and includes the DDPs themselves, Service Plans (although these are not mandated) and individual performance information for personal reviews. This flowchart states that the DDPs demonstrate how the Corporate Plan will be delivered. The DDP's make reference to the Corporate Plan, but do not align with the Programme. There are therefore two sets of governance arrangements for delivering the Corporate Plan but the linkages between those different sets of governance arrangements are unclear.

## The role of scrutiny in monitoring and challenging the Programme is underdeveloped

- 17 The governance arrangements for the Programme sets out that the Policy Review and Performance Committee will receive an annual report of progress against the Programme. The chair of the Policy Review and Performance Committee had limited awareness of the Programme and to date, scrutiny has not received an annual report. The Programme has been in existence since December 2017 so the timescale for the preparation and issue of the report is overdue.
- 18 We note that aspects of the Programme have been considered by the scrutiny committees. For example, the Family Support work has been reported to the Children and Young People's Scrutiny Committee. However, it could be made clearer to the members where projects form part of the Programme.

- 19 While progress in implementing the Programme is effectively monitored by SMT and Cabinet, consideration needs to be given as to how best scrutiny committees can meaningfully engage with and challenge the delivery and impact of the Programme to increase accountability and help provide momentum.

### **The Council is working constructively with other public services to help implement the Programme**

- 20 The Council recognises the importance of working in partnership with other organisations and with local communities to deliver lasting solutions to complex problems. This is illustrated in the Corporate Plan which emphasises the importance of working in partnership to help manage the continuing impact of austerity. It is also illustrated through the alignment of the city's Wellbeing Plan with Capital Ambition priorities and through the alignment of the city's partnership delivery arrangements with the Capital Ambition Delivery Programme.
- 21 Where there are opportunities for joint project delivery, such as Improving Outcomes for Children and Adults, then the Boards will fall within a separate set of governance arrangements reporting to the Public Services and Regional Partnership Boards. This reporting structure was designed to facilitate clear lines of accountability and joint ownership of intended outcomes. These arrangements are becoming increasingly embedded.
- 22 As part of the fieldwork we observed a meeting of the Improving Outcomes for Children Board and found it to be attended by a range of public sector bodies and stakeholders including National Health Service, Public Health Wales, Police, Social Services, Education and Housing. The group was very collegiate and clearly understood the benefits of working together, sharing intelligence and resource to achieve common goals. Multi-agency, preventative projects are being taken forward by the Board, including the development and implementation of the new Early Help and Family Support Service.

### **The Council is focusing on how it can address its significant service demand, drive service improvement and address medium term financial challenges through the Programme, but links to its medium term financial plan could be strengthened**

- 23 The Council's financial situation is extremely challenging. The Council has made nearly £250 million in cumulative savings over the past 10 years, including over £105 million from 2014-15 to 2016-17. It has reduced its non-school staff by over 20% since 2012-13.



- 24 Looking ahead, the Council anticipates that it will have to make savings of £91 million in the period up to 2021. The Council, along with its public service partners, is facing a continued period of severe budget constraints at a time when demand for services is projected to rise significantly and citizen expectations of services remains high. The Council's Corporate Plan recognises that it needs to modernise and develop resilient services to help address this. As such, there is a huge expectation that the Programme will make a difference.
- 25 The Programme is designed to enable change within the Council. The Council recognises that some of the projects within the Programme may not result in improvement or change for a number of years due to the longer term and preventative solutions being sought, such as those arising from the Improving Outcomes for Children workstream. However, the Council considers that some aspects of the Programme are already delivering change. For example, the Council has told us that it is making good progress in introducing the first bilingual virtual assistant/chatbot.
- 26 Although the Programme is not the sole solution to the Council's budget gap, there will be financial savings arising from it. For example Cabinet received a report in July 2018 stating new effective technologies arising from the Council's Digital Agenda will maximise efficiencies whilst assisting the Council to meet the requirement for £14.3 million savings in 2018-19. Our observation of a Digital Board meeting in October 2018 showed that the Digital Board made explicit reference to the need for budget savings to be achieved from 'The Cardiff App' and 'Education – Information Management' project and 'ongoing budget reductions and increased demand mean that services must find ways of doing 'more with less'.
- 27 We feel the Council could do more to assess the extent to which the Programme is contributing to the achievement of the Council's £91 million savings target. The Programme is resource intensive and increased transparency will also improve opportunities for scrutiny to more effectively challenge outcomes from the Programme, for example making reference to savings in the Programme monitoring reports and in the Council's Medium Term Financial Plan.

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## FORWARD WORK PROGRAMME - POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

<b>Meeting Date: 08 May 2019</b>	
<b>Title and Description of Report</b>	<b>Invitees</b>
<p><b>Core Office Accommodation</b> Pre-decision scrutiny of work to develop proposals for future Core Office Accommodation for the Council, which aims to reduce operating costs, the maintenance backlog and provide improved facilities.</p>	<ul style="list-style-type: none"> <li>• Cabinet Member Investment &amp; Development</li> <li>• Director of Economic Development</li> </ul>
<p><b>Workforce Strategy Action Plans</b> Review of the Directorate Action Plans in place to deliver an effective workforce strategy that places the workforce at the centre of the organisation, supported by investment and an effective development strategy.</p>	<ul style="list-style-type: none"> <li>• Cabinet Member Finance Modernisation and Performance</li> <li>• Chief Human Resources Manager</li> </ul>
<p><b>PRAP Annual Report</b> To consider the 2018-19 Policy Review and Performance Scrutiny Committee Annual Report</p>	

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## POSSIBLE FUTURE ITEMS

<b>Title and Description of Report</b>	<b>Invitees</b>
<p><b>Annual Performance Report 2018-19</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member Finance Modernisation and Performance</li> <li>• Head of Service, Performance and Partnerships</li> </ul>
<p><b>Cardiff Council Annual Statutory Well-Being Report 2018-19</b></p>	<ul style="list-style-type: none"> <li>• Leader</li> <li>• Cabinet Member Finance Modernisation and Performance</li> <li>• Chief Executive</li> <li>• Head of Service, Performance and Partnerships</li> </ul>
<p><b><u>Task and Finish Group - Reviewing Scrutiny Impact</u></b> Ongoing - A task group will explore achievements/outcomes, and best practice in capturing the impact of scrutiny.</p>	<p>Cllrs Walker (Chair), Boyle, Hudson and Mackie</p>

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