

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