
PEOPLE AND COMMUNITIES: HOUSING & COMMUNITIES DIRECTORATE
DELIVERY PLAN 2019-20

Purpose of Report

1. To provide Members with an overview of the People and Communities: Housing & Communities Directorate Delivery Plan 2019-20, to facilitate scrutiny of the Plan, attached at **Appendix A**.
2. **Appendix B** is an additional People & Communities Delivery Plan which focuses on Business Performance, Policy, Housing Development and Regeneration.
3. As agreed at Full Committee on 5 June 2019, attached as an aide to the Delivery Plans at **Appendix C** and **Appendix D** is the People & Communities Quarter 4 Performance Reports.
4. **Appendix E** is the presentation which will be delivered to Members at Committee.

Scope of Scrutiny

5. The Committee's Terms of Reference give responsibility for scrutinising a range of services that fall within three Directorate Delivery Plans. The People and Communities: Housing & Communities Directorate Delivery Plan 2019-20 will be considered at this meeting and is attached at **Appendix A and B** respectively.
6. The scrutiny of Directorate Delivery Plans enables Members to assess whether these plans are focusing on the right issues and are robust. It also enables Members

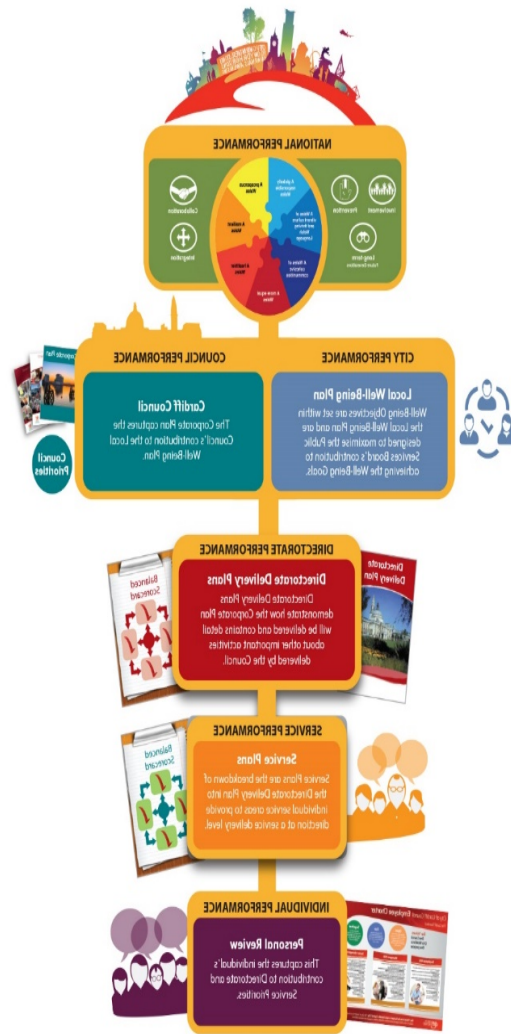
to check the process for monitoring the implementation of the Delivery Plan. This assists in ensuring that the Council has a robust performance management framework in place, by providing appropriate challenge to ensure Delivery Plans are fit for purpose.

7. This item will enable the Committee to pass comments to the relevant Cabinet Member and senior officers to consider before they finalise the Directorate Delivery Plan.
8. The majority of the People and Communities: Housing & Communities falls within the remit of this Committee, apart from Libraries and Adult Community Learning which the Economy and Culture Scrutiny Committee has the lead in scrutinising.
9. Members are reminded that the majority of Performance and Partnership work (attached at **Appendix B**) falls under the remit of the Policy Review and Performance Scrutiny Committee. Community Safety is the only aspect of the Performance and Partnership section within the plan which falls under the remit of this Committee.

The Council's Strategic Planning Framework

10. The Council's integrated strategic planning framework (see diagram below) sets out the "golden thread" in meeting the Council's four key priorities of:

- Working for Cardiff
- Working for Wales
- Working for the Future
- Working for Public Services



11. Both Delivery Plans (**Appendix A & B**) follow a standard format, which is:

- Corporate Introduction
- Directorate Profile
- Directorate Self-Assessment of Performance 2018/19.
- Moving Forward: Context, Opportunities and Challenges
- Contributing to Cardiff's Well-Being Objectives
- Delivering Welsh Language Standards
- Strategic Directorate Priorities

Appendix B has three additional sections which cover:

- Performance & Partnership
- Business, Performance & Policy
- Housing Development & Regeneration

Members are reminded that the areas which fall into Community and Adult Services terms of reference contained within **Appendix B** are Community Safety and Housing Development and Regeneration.

People and Communities: Housing & Communities Directorate Delivery Plan 2019-20

12. People and Communities: Housing & Communities Directorate Delivery Plan 2019-20 is attached at **Appendix A**. Members are reminded that some of the work of this Directorate falls outside the remit of this Committee i.e. adult community learning and libraries. To assist Members, listed below are the pages relevant for each key section:

- a. Directorate Profile – **page 4** of the Plan
- b. Directorate Self-Assessment of Performance 2018/19 – **pages 5 - 6** of the Plan
- c. Moving Forward: Context, Opportunities and Challenges – **page 6** of the Plan
- d. Contributing to Cardiff's Well-Being Objectives – **pages 7 - 10** of the Plan
- e. Delivering Welsh Language Standards – **pages 11 - 12** of the Plan
- f. Strategic Directorate Priorities – **pages 13 - 37** of the Plan, which includes
 - o Delivering improvement – progress and action
 - o Dependencies
 - o Risk Management

13. People and Communities Directorate Delivery Plan which relates to Business Performance, Policy and Housing Development is attached at **Appendix B**. To assist Members, listed below are the pages relevant for this Committee:

- a. Directorate Profile – **pages 4 - 5** of the Plan
- b. Directorate Self-Assessment of Performance 2018/19 – **pages 6 - 7** of the Plan
- c. Contributing to Cardiff's Well-Being Objectives – **pages 9 - 11** of the Plan
- d. Strategic Directorate Priorities – **pages 23 - 38** of the Plan, which includes
 - o Delivering improvement – progress and action
 - o Dependencies
 - o Risk Management

14. The Directorate's **Self-Assessment of Performance during 2018-19** (page 5 - 7) sets out what the Directorate has done well, what the Directorate could/should have done better and what opportunities and challenges the Directorate faced. Within the terms of reference of this Scrutiny Committee, this includes:

- Housing Development
- Landlord Services
- Benefit Cap
- Homelessness
- Preventative Services
- Neighbourhood Regeneration
- Responsive Repairs
- Community Safety
- Advice Services and Hubs (*these cut across the responsibilities of this Scrutiny Committee and the Economy & Culture Scrutiny Committee*)

14. The **Moving Forward: Context, Opportunities and Challenges Section** on page 6 of **Appendix A**, sets out issues that the Directorate must take into account in planning future delivery. This highlights:

- Renting Homes (Wales) Act 2016
- Welfare Reform

15. **Contributing to Cardiff's Well-Being Objectives** (pages 7-11) sets out how the Directorate will contribute towards the 7 well-being goals set out in the Well-being of Future Generations (Wales Act). These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting People out of Poverty
- Cardiff has safe, confident and empowered communities
- A Capital City that works for Wales
- Cardiff grows in a resilient Way
- Modernising and integrating our public services

16. The **Strategic Directorate Priorities** Section from page 13 onwards sets out in detail, under each Strategic Directorate Priority the following:

- Key Performance Indicators
- Dependencies
- Commitments to Action - Individual Headline Actions, with
 - Start/End Date
 - Responsible Officer
 - Key Milestones for each quarter in 2019/20
 - Link to Equality Objective

17. Attached as an aide to the Delivery Plan at **Appendix C**, is the Quarter 4 Performance Report for People & Communities which provides an overview of directorate performance during the period January – March 2019 and is used to inform the Directorate Delivery Plan.

18. A Key part of performance management is the review of performance indicators which is attached as **Appendix D**.

Way Forward

19. Councillor Susan Elsmore (Cabinet Member Social Care, Health, and Well-being) and Councillor Lynda Thorne (Cabinet Member, Housing & Communities) have been invited to each make a statement. The Cabinet Members will be supported by officers from the People & Communities directorate.

20. Members may wish to explore the following areas:

- a. How the Directorate is supporting delivery of the Council's Key Priorities (*paragraph 9 of this report*) and Cardiff's Well-Being Objectives (*paragraph 15 of this report*) via the commitments detailed in the Strategic Directorate Priorities Section (*page 13 of the Plan onwards*);
- b. How the Directorate's priorities were identified and what criteria were used;

- c. Whether the milestones and timescales for commitments are appropriate and achievable;
- d. What the arrangements are for monitoring the implementation of the Delivery Plan commitments;
- e. Whether the performance measures are appropriate and fit for purpose;
- f. The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
- g. The key challenges facing the Directorate and how they are planning for the future; and
- h. The Directorate' key achievements during 2018/19.

Legal Implications

21 .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

22. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct 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 information in this report and the Plan attached at **Appendices A - D**;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member and Officers on the Directorate Delivery Plan; and
- iii. discuss whether any of the issues considered should be built into the Committee's work programme for 2019/20.

DAVINA FIORE

Director of Governance and Legal Services

27 June 2019