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**Capital Ambition Delivery Programme - governance**

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**Reason for the Report**

1. To develop and agree a way forward for overview scrutiny of the Capital Ambition Delivery Programme to strengthen the role of scrutiny in engaging with the Programme and increase accountability.

**Background**

2. The Committee has responsibility within its Terms of Reference for scrutiny of the Council's Strategic Programmes and, since March 2019, has engaged with the Capital Ambition Delivery Programme a number of times. Members received separate briefings on the two strands of the Programme at its March and April meetings respectively, and in May considered a Wales Audit Office published report following its review of governance arrangements for the Programme in practice, undertaken between September 2018 and March 2019.
3. A key Proposal for Improvement of the WAO review was that *'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.'* To address this Proposal the Committee has been offered a six monthly overview report. This oversight report would be in addition to scrutiny of key projects within the Programme that fall within its Terms of Reference.
4. The Programme has been in place since December 2017, with corresponding governance and performance management arrangements. Its aim is to give 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.

5. As a statement of the Administration's priorities and principles for change, the four priorities of Capital Ambition, **Working for Cardiff; Working for Wales; Working for the Future; and Working for Public Services**, is composed of **Modernisation** (transformation of corporate systems and processes that support service delivery) and **Resilient Services** (transformation of front-line services) strands.

### **Structure of the Papers**

6. To facilitate the scrutiny the following appendices are attached to this report:
  - a. **Appendix 1a** – Portfolio structure chart for Modernisation portfolio
  - b. **Appendix 1b** – Portfolio structure chart for Resilient Services portfolio
  - c. **Appendix 2a** – Progress update – Modernisation projects
  - d. **Appendix 2b** – Progress update - Resilient Services projects
  - e. **Appendix 3** – Proposed dashboard for six monthly scrutiny monitoring
  - f. **Appendix 4** – Presentation

### **Issues**

7. The Modernisation portfolio is overseen by the Corporate Director Resources, and has three programmes, Corporate Landlord, Digital First and Service Reviews (see **Appendix 1a**). The Resilient Services portfolio is overseen by the Corporate Director People & Communities, and has four programmes, Improving Outcomes for Children, Improving Outcomes for Adults, Inclusive Growth and Street Scene (see **Appendix 1b**).
8. Since its conception the Programme has been supported by the Chief Executive and the Senior Management Team in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance. A review of the Programme is presented annually to Cabinet, supported by quarterly meetings of the Cabinet Performance and Delivery Group. This Group has responsibility for driving forward the Reviews, and

ensuring that its span of projects are addressing the service challenges facing the Council.

9. The Portfolio Manager has drafted a quick reference guide of the delivery aims for each project, attached at **Appendices 2a and 2b**. He will deliver a presentation as at **Appendix 4**, intended to provide Members with an opportunity to influence the level of information that will enable them to effectively monitor the Programme on a regular basis.
10. The proposed dashboard at **Appendix 3** is offered as a suggested reporting format for discussion. The framework could include, for each project within each programme:
  - A RAG status – where if it is a red project Members could request a deeper dive at a future PRAP Committee, or refer to the Scrutiny Committee with the relevant Terms of Reference;
  - A list of key milestones for the projects;
  - Key high level comments from the Portfolio Manager; and
  - Highlighted key risks and issues.

### **Scope of the Scrutiny**

11. Members will have an opportunity to co-produce a framework for 6 monthly overview monitoring of the CADP in response to the WAO Proposal for Improvement. The objectives of this scrutiny are to address the WAO Proposal for Improvement by clarifying the Committee's governance role and agreeing a 6 monthly reporting format. In addition the Committee may wish to consider its role in signposting any projects of concern within the Programme for consideration by other Scrutiny Committees

### **Way Forward**

12. In attendance to facilitate Member engagement in the development of an appropriate framework of information for six monthly scrutiny monitoring of the Programme will be:
  - Chris Lee, (Corporate Director Resources)

- Sarah McGill (Corporate Director People & Communities); and
- Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)

13. The Cabinet Member for Finance, Modernisation & Performance has responsibility for the Programme but is unavailable to attend, however it is possible that the Leader will cover this item.

### **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.

## **RECOMMENDATION**

16. The Committee is recommended to:

- a. consider the information provided at this meeting;
- b. agree the format and level of information that will enable effective oversight and scrutiny of the Programme;
- c. relay any comments or observations to the Cabinet Member and senior managers, for consideration and development of a future scrutiny reporting framework.

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**19 September 2019**