

**CARDIFF COUNCIL ANNUAL STATUTORY WELL-BEING
REPORT 2019-20**

**LEADER (COUNCILLOR HUW THOMAS) & CABINET MEMBER
FOR FINANCE, MODERNISATION & PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 3

Reason for this Report

1. This report is the Council's annual performance report, providing an assessment of the progress made in the delivery of the administration's Capital Ambition priorities as expressed within the Corporate Plan 2019-22. This report also enables the Council to discharge a number of statutory obligations, such as the publication of an Annual Statutory Well-Being Report as required by the Well-Being of Future Generations Act (Wales) 2015 and meet the requirement under the Local Government (Wales) Measure 2009 to publish an annual report.

Background

Capital Ambition – the Administration's Priorities for Cardiff

2. Following the local government elections on 4 May 2017, a new Council Administration was formed. To outline its ambitions for the city the Administration set out a new policy programme, entitled 'Capital Ambition', which included its key priorities and associated delivery commitments for the municipal term from 2017 to 2022. Approved by the Cabinet on 6 July 2017, Capital Ambition allowed the Council to establish the delivery agenda for the organisation and its staff.
3. Since its approval by Cabinet in July 2017, a number of major policy commitments set out within Capital Ambition have either been achieved or significantly progressed. There have also been significant developments which the Council and its partners must respond to, including managing the impact of the UK leaving the European, responding to the declaration of a Climate Emergency and addressing the potential implications of the Local Government and Elections (Wales) Bill. For these reasons the Administration chose the mid-point of the municipal term to review and refresh its policy agenda. The Cabinet approved an updated version of Capital Ambition on 23 January 2020 to

provide a refreshed statement of the Administration's priorities and commitments for the remainder of the municipal term.

Delivering Capital Ambition: The Council's Corporate Plan and Delivery Framework

4. The Corporate Plan translates the political priorities of Capital Ambition into deliverable organisational objectives. The Council's budget was also developed in tandem with the Corporate Plan to ensure an alignment between the Council's budget and its corporate priorities. The Well-Being of Future Generations (Wales) Act 2015 requires the Council, as a public body, to publish Well-Being Objectives and how it plans to achieve them. These Well-being Objectives were set in the Council's Corporate Plan 2019-22:
 - Cardiff is a Great Place to Grow Up
 - Cardiff is a Great Place to Grow Older
 - Supporting People out of Poverty
 - Safe, Confident and Empowered Communities
 - A Capital City that Works for Wales
 - Cardiff Grows in a Resilient Way
 - Modernising and Integrating our Public Services
5. The Council's Annual Statutory Well-Being Report is the annual review of performance against the commitments set in the Corporate Plan 2019-22. It includes:
 - The strategic self-assessment of the Council's performance for the reporting year against each of the Well-being Objectives (Appendix 1).
 - A detailed update – with RAG Rating – against the Key Performance Indicators included within the Corporate Plan 2019-22 (Appendix 1a).
 - A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2019-22 (Appendix 1b).

Assessing the Impact of COVID 19

6. Covid-19 emerged in January 2020 and its impact was not felt in Cardiff until the final weeks of March 2020, though the Council and partners began planning a multi-agency response to the pandemic in February 2020. The impact of the pandemic on Cardiff and Council services was therefore not felt until the final weeks of the reporting period covered by the Annual Well-being Report (1st April 2019 to 31st March 2020).
7. However, the Covid-19 crisis has had a significant impact on all Council services, on public service partners and on the city. It will also remain central to the future planning and delivery of Council services over the course of 2020/21, and potentially beyond. The impact of the pandemic is therefore considered throughout the Annual Wellbeing Report in relation to each Wellbeing Objective, focussing particularly on the risks and challenges the crisis has created and the response of the Council and its partners in meeting these challenges in 2020/21. A separate

report detailing the impact of the Covid-19 crisis on the city and on Council services from March 2020 – July 2020 is attached as Appendix 1c.

Delivering Capital Ambition: Council Performance

8. The Council continues to evidence a broad pattern of year-on-year improvement across a range of Council services, with the delivery of key Capital Ambition projects demonstrating clear progress.
9. The Council's performance against the majority of national indicators continues to improve. The latest figures demonstrate that the Council is above the Welsh average in nearly 60% of nationally comparable indicators and the Council was joint second in terms of local improvement for 2018/19 and joint top for most improved Council in Wales in 2017/18. National indicators sets have not been released for 2019-20 due to Covid-19 so comparisons to other Welsh Local Authorities cannot be made.
10. In terms of citizen satisfaction with services and facilities, for the second year running, Cardiff was ranked first for the number of people satisfied with the quality of local public services, according to the 'National Survey for Wales', the all-Wales survey conducted for the Welsh Government. When asked their views on whether their local authority provides high-quality services, 58% of surveyed residents in Cardiff replied that they agreed, the highest in Wales. The results of the National Survey for Wales mirror the opinion of Cardiff citizens in the Ask Cardiff 2019 survey, which found that 60% were satisfied with the services the council provides. The Ask Cardiff 2019 survey found that areas that citizens were particularly satisfied with included Cardiff's parks and open spaces, libraries and hubs and street lighting; however, areas for improvement included youth services & activities for young people, road maintenance and services for the disabled.
11. There are a number of areas where there is demonstrably strong progress in delivering Capital Ambition and improving the performance of key services for residents. Further detail and evidence is included in the strategic self-assessment of the Council's performance (Appendix 1), with areas of progress including:
 - A consistent improvement in educational attainment and the launch of the Cardiff 2030 vision.
 - Continued progress in delivery of new Council houses.
 - The introduction of the Family Gateway pilot and the adoption of a new strategy to shift the balance of care in Children's Services.
 - Effective demand management in care for older people and completion of refurbishments to day centres.

- The integration of into work services to provide an enhanced offer with the corporate apprenticeship scheme exceeding targets.
- The level of NEETs is now at the Welsh average, down from the highest in Wales in 2012.
- Attaining Living Wage City status and increasing the number of Living Wage employers by 5,295 to 35,538 people.
- Securing funding for the regeneration of Cardiff Central Station and Indoor Arena progressing.
- Agreeing a new operator for the New Theatre.
- The submission of a Clean Air Plan and subsequent agreement for a funding package to deliver major transport, public realm and environmental improvements.
- The approval of a 9MW Solar Farm at Lamby Way.
- A continued channel shift towards digital services, including good take up of Cardiff App.

12. However, the Council faces some significant challenges going forward, particularly in relation to financial resilience over the medium term and in improving performance in identified service areas.

Corporate Improvement Priorities

13. The Annual Statutory Wellbeing Report 2019-20 highlights a range of performance challenges. Key issues include:

Looked After Children and outcomes for the vulnerable children

14. Outcomes and services for vulnerable children remains an area of performance challenge for the Council. The number of children in the care system continued to rise in 2019/20 as did the number of referrals to the Multi-agency Safeguarding Hub. An increasing number of children placed in high-cost residential care is in turn placing budgetary pressure in Children's Services and across a number of other Council services. A number of operational issues, including the timeliness of carrying out key function (such as assessments, visits, reviews) needs to improve, as does the number of assessments resulting in a care and support plan. In terms of staffing, the vacancy rate for Children's Social Workers has increased to 38% at 31 March 2020 against a target of 24%.

15. Improving outcomes for key groups of vulnerable children remains a priority, with educational outcomes for groups of vulnerable learners remaining low despite overall improvement in attainment, and the number of children leaving care not in education, training or employment below target. Furthermore, too many young people in Cardiff are being drawn into crime and having entered the youth justice system, continue

to offend. An independent review conducted in 2019, and a more recently published inspection report by Her Majesty's Inspectorate of Probation, raised a number of concerns relation to governance, performance management and outcomes for vulnerable young people who rely upon the service that need to be addressed in 2020/21.

16. In order to address these long standing performance issues a new Strategy and Delivery model for Children's Services was approved by Cabinet in 2019/20, and programme of service change initiated. This included an enhanced focus on prevention, with new Children's Services Strategy and Commissioning Strategy and, in November 2019, the full launch of the Cardiff Family Advice and Support Service. Allied to this, a new locality service delivery model began to be implemented, with the roll-out of 'Signs of Safety' continuing, and a new Recruitment Strategy agreed and in place. In response to the performance challenges in the Youth Offending Service a highly experienced Chair has been appointed, a new governance structure has been put in place and a new two year Youth Justice Services Development Strategy, 'All Our Futures,' has been developed and launched by the Cardiff Public Services Board (in Q1 2020/21).
17. Given the scale and complexity of the issues it is anticipate that these changes in policy and practice will take time to embed and deliver impact, and so this will remain an area of improvement focus for the Council throughout 2020/21.

Waste management and street scene services

18. The Cabinet identified that significant operational issues were leading to performance, budget and public perception challenges in this service, with key performance metrics in relation to recycling targets and street cleanliness requiring improvement, allied to the need to address financial pressures and ongoing governance and assurance challenges.
19. Over the course of 2019/20 a robust management response and reform programme was developed to address these longstanding issues. These include the establishment of new management arrangements and a focus on performance management, including a data-led approach to service development and problem resolution. Progress was also made in relation to work force reforms with a move towards bank holiday working, permanent staff recruitment and a significant improvement in workplace Health and Safety arrangements. Continued focus will be required over the course of 2020/21 to ensure that this reform programme delivers sustained improvement.

Sickness absence

20. Sickness absence rates remain a longstanding area of corporate challenge and were higher than the target for 2019/20. An analysis of short and long term absence demonstrates that significant and sustained improvements have been made in the management of short term

sickness absence, but long-term absence, particularly relating to non-work related stress, has continued to increase.

21. Over the course of 2019/20 strengthened management practice, focussing in particular on the active management of long term sickness in Directorates, has been introduced alongside additional preventative measures, with a focus on staff well-being a key part of a wider refresh of workforce development. As a result of these intervention there was a reduction in long-term absence in quarter 4 2019/20, and improvement that continued through the Covid-19 crisis.

Financial pressures

22. The Council continues to face significant financial pressures, with ongoing challenges relating to the planning and delivery of departmental efficiency savings. The overall directorate outturn position for 2019/20 showed an over spend of £8.629 million whilst a shortfall in departmental savings in 2019/20 demonstrated the importance of robust savings plan and a discipline to realising savings. Departmental efficiency savings for 2020/21 were therefore robustly reviewed for achievability in order to deliver as planned. Enhanced service planning was undertaken in a number of areas grappling with strategic challenges to ensure clear accountabilities, metrics and targets – in order to ensure there is a realistic cost base was set.
23. Looking forward, the Covid-19 crisis will have significant financial implications for the Council over the course of 2020/21 and beyond. Within certain directorates additional expenditure will have been incurred and losses of income experienced. A key consideration will be the focus and duration of concerns as directorates grapple with the service delivery challenges associated with COVID-19. Work is ongoing to establish the full financial impact of the crisis, both short and medium term, and this has, and will be, reported to Cabinet and Council. Whilst the Council is working closely with Welsh Government to ensure the financial impact of responding to COVID-19 is minimised, there remains a risk that not all lost income will be recovered.

Corporate Landlord

24. Significant progress was made over the year in relation to the Corporate Landlord function, which represents a significant service for the Council in terms of the level, risk and liability which needs to be managed effectively. A number of key strategic issues were progressed in 2019/20, including delivery of the 21st Century Schools Band B programme, ensuring key services have capacity to deliver the asset maintenance programmes, and embedding the Landlord Consent process across the whole non-domestic estate. 2019/20 also saw significant improvement in Health and Safety Compliance and a number of operational improvements completed, including a new 'One Front Door' facility and Landlord Consent Process; School Building Handbook; Non Domestic Building Maintenance Frameworks; new Property Database (Technology

Forge); and the completion of visual condition surveys for operational estate.

25. The Covid-19 crisis has had a significant, and potentially long-term, impact on the Council's approach in this area. This rapid readjustment of number of corporate working practices, including migrating to home and agile working on a previously unprecedented scale, will demand a focus on digital technology, workforce development and assets and property. The opportunity to embed new working practices are clear with potential for productivity gains, efficiency savings, service improvements and greater flexibility for staff.

Scrutiny Consideration

26. The Policy Review & Performance Scrutiny Committee is due to consider this item on 15 September. Any comments received will be circulated at the Cabinet meeting.

27.

Reason for Recommendations

28. To recommend the Council's Annual Statutory Well-Being Report 2019-20 to Council in time for the report to be published by 31 October 2020.

Financial Implications

29. There are no direct financial implications arising from this report. Targets, objectives and actions to meet them need to consistent with the budget framework and medium term financial plan. Proposals should be subject to detailed reports accompanied by a robust business cases where relevant and should include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks.

Legal Implications (including Equality Impact Assessment where appropriate)

30. The recommendation is made for the purposes of enabling the Council to comply with its legal duties as outlined in this report.

The decision about these recommendations has to be made in the context of the Council's public sector equality duties. The Council also has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The Protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil

partnership, sexual orientation, religion or belief – including lack of belief. If the recommendations in the report are accepted and when any alternative options are considered, the Council will have to consider further the equalities implication and an Equality Impact Assessment may need to be completed.

The Well-Being of Future Generations (Wales) Act 2015 (“the Act”) places a ‘well-being duty’ on public bodies aimed at achieving 7 national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff’s Corporate Plan 2020-23.

The well-being duty also requires the Council to act in accordance with ‘sustainable development principle’. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without comprising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrates approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:

<http://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang=en>

The Council has to be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards when making any policy decisions and consider the impact upon the Welsh language.

RECOMMENDATIONS

Cabinet is recommended to:

1. delegate authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance, to make any consequential changes to the Annual

Statutory Wellbeing Report 2019-20 following receipt of comments from the Policy Review & Performance Scrutiny Committee.

2. Subject to recommendation 1, approve the Annual Statutory Wellbeing Report 2019-20 for consideration by Council.

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| SENIOR RESPONSIBLE OFFICER | Paul Orders Chief Executive |
| | 11 September 2020 |

The following appendices are attached:

Appendix 1: Annual Statutory Wellbeing Report

Appendix 1a: RAG Rating against the Key Performance Indicators included within the Corporate Plan 2019-22

Appendix 1b: A detailed narrative update – with RAG rating – against the Steps included within the Corporate Plan 2019-22

Appendix 1c: A report on the impact of Covid-19 on Cardiff and Council services.