

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 06 May 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 10 April 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you to you and your cabinet colleagues for attending Committee to update Members on the progress being made in respect of the Resilient Services Portfolio of the Capital Ambition Programme.

Please pass on our appreciation for the following officers who supported you in providing a clear presentation of progress: Sarah McGill, Corporate Director Communities and Housing, Dean Thomas, Portfolio Manager, Jane Thomas, Assistant Director in Housing & Communities, Claire Marchant, Director of Social Services, Andrew Gregory, Director of Operations, Planning, Transport & Environment, and Matt Wakelam, Assistant Director Street Scene.

We are also grateful to the cabinet members who attended.

We offer the following comments and observations from the meeting for your consideration as you progress the delivery of the Capital Ambition Programme.

Overview and Governance

The committee was informed that the Resilient Services portfolio was very different to its Modernisation counterpart due to the complexity of its outward facing services and the ongoing working arrangements with partner organisations. As with the Modernisation portfolio, the committee noted that programme boards had been established for each of the four programmes essential to monitor the delivery of service transformation. This was also monitored by the Senior Management Team on a regular basis with the Capital Ambition Progress and Performance (CAPD)

Group receiving quarterly updates. Members also noted the reporting links with the Public Service Board (PSB) and other partner organisations including the Health Service and the Police which resulted in clear activities and objectives being included in the Wellbeing Plan and the Regional Partnership plan.

The Committee requested additional information regarding any representation on the partnership board to deliver the effective involvement of the 3rd sector partners and any existing integration arrangements with the 3rd sector.

Inclusive growth

The benefits of sharing information and developing closer working relationships with decision makers was a reported feature. Integrated working and opportunities to develop good practices with partners i.e. socially responsible procurement, were identified. The committee was pleased to hear that opportunities to support people back into work were being developed in liaison with Economic Development and those businesses coming into Cardiff.

The Committee also acknowledged the arrangements with Cardiff Living and the apprenticeship schemes which supported individuals in achieving certificates to work in the construction industry and the “Too young to retire” scheme for over 50’s which provided a tailored service to an individual to build new skills to support their return to employment. Members requested additional information relating to the effectiveness of the range and volume of people using these services particularly those from minority groups and communities.

The committee expressed its concerns at the perceived inconsistency between the nationally recognised increase in the level of qualifications which was not mirrored by the level of earnings. Elected Members were made aware that the city was divided in terms of academic qualification with the University areas having a higher level of qualifications than the Southern Arc. We were informed that there were also pockets of deprivation across the city with intergenerational poverty which were being targeted for improvement. The committee requested information regarding those who were supported into work and whether they were able to maintain the employment opportunity and any reasons for failing to do so

Improving Outcomes for Adults

The Committee heard that the work streams were jointly managed between the Council and the Health Service. The integrated governance arrangements were being progressed to ensure that they were robust and supporting both organisations. Members queried the Ask Cardiff survey outcomes which identified a reduction of seven percent in the quality of public services between 2018 and 2019. Although it was difficult to confirm the actual figures from the Ask Cardiff surveys more detailed information was requested to gain a full picture.

Improving outcomes for Children

The committee was pleased to hear that partnership working between the Police, Health and education were being brought together with effective prevention and early intervention being the priority.

The Committee queried if Out of County placements were increasing in number. Members were informed of the Residential Commissioning Strategy which looked at the type of support the child required. Placements were always provided based on the needs of the child, even if that required an out of county placement. It was explained that growing kinship fostering and caring arrangements were essential. The Committee suggested that the 75 Elected Members had a range of networks in their communities which could be used to identify potential foster families and carers.

The committee was briefed on the Disability Futures project and the coping strategies that were in place. They were informed of the plans to support the project and to develop integrated working between Adults and Children's services to incorporate those with disabilities.

Street Scene

The Committee received a presentation which described a comprehensive programme to lift and reorient street scene at a fundamental level. The committee queried the productivity of the service and whether that was measured and compared with benchmark local government productivity levels. They also asked about the relationship with the Trades Unions and whether they were cooperating with proposed improvements. Reference was made to a previous scrutiny report assessing the alternative waste collection models that had not been fully considered and responded to by cabinet during the last Council term. It was unclear what

progress had been made on these areas. However it was stated that relevant data was being collected and analysed to ensure that the best models of the service would be delivered using the available resources within this resilience programme. The committee will look forward to hearing further how this process proceeds and the results achieved.

The Committee was informed that the service was working with existing resources to improve street cleaning with the use of small cleansing vehicles in shopping centres being an example of this initiative. The committee welcomed the matching of cleansing with waste collections and suggested that more cleansing at night could be undertaken in certain areas. They were advised that with a single manager covering the waste and cleansing services, the service would be better positioned to deliver this change. Some changes to the shift patterns had already been made to enable 8-10 people to work in the afternoons.

It was acknowledged that some areas fail to achieve the required cleansing standards. However, ongoing monitoring would ensure accountability. Elected Members were informed that a range of data would be held for every ward and comparisons could be undertaken between areas. The data was also planned to be shared with Elected Members and the citizens of Cardiff in due course. The committee hoped that a demonstration of the available data could be considered at a future meeting.

Elected Members also queried the integration of parks and the cleaning of paths. It was acknowledged that this was a challenge. With 350 parks and 7 staff the potential of area based working was being developed which would be complimented by the cleansing teams.

Finally, as Councillors, Members have considerable experience of accessing the Council's frontline services, and we urge those responsible to engage with all Members in seeking to assess failures and make improvements.

This presentation was primarily to inform scrutiny members of the scope and range of this resilience initiative. The comments in this letter reflect the initial observations of members based on presentations by officers. I indicated that further in depth scrutiny of the programme and specific project areas could be undertaken as this initiative moves forward

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to deliver the Cabinet's response to the Committee's first inquiry on this matter.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

CC:

- Councillor Linda Thorne, (Cabinet Member for Housing and Communities)
- Councillor Susan Elsmore, (Cabinet Member for Social Care and Health)
- Councillor Graham Hinchey, (Cabinet Member for Children & Families)
- Councillor Michael Michael, (Cabinet Member for Clean Streets, Recycling and Environment)
- Sarah McGill, Corporate Director Communities and Housing,
- Andrew Gregory, Director in Operations, Planning, Transport & Environment
- Claire Marchant, Director of Social Services,
- Jane Thomas, Assistant Director in Housing & Communities,
- Matt Wakelam, Assistant Director Street Scene.
- Dean Thomas, Portfolio Manager,
- Cabinet Support Officers