

scrutiny



A Report of: Environmental Scrutiny Committee

Annual Report 2015 – 2016

May 2016



City & County of Cardiff Council

ENVIRONMENTAL SCRUTINY COMMITTEE MEMBERSHIP



Councillor Paul Mitchell
(Chairperson)



Councillor Gareth Aubrey



Councillor Elizabeth Clark



Councillor Chris Davis



Councillor Gavin Hill - John



Councillor Keith Jones



Councillor Chris Lomax



Councillor Susan White



Councillor Darren Williams

* Councillor Ralph Cook was Chair of the Environmental Scrutiny Committee until the end of June 2015 . His successor was Councillor Paul Mitchell who was formally appointed as the Chair of the Committee in September 2015.

CHAIR'S FOREWORD

2015/16 has been another very busy year for the Environmental Scrutiny Committee. The ongoing budgetary reductions have continued to place pressures on service delivery throughout the organisation and within its terms of reference the Environmental Scrutiny Committee has done its best to review, comment on and support a wide range of Council proposals.

During the year we looked at a wide range of issues, for example, the Recycling & Waste Restricting Programme; Litter Management & Enforcement in Cardiff; Cardiff's Parking Strategy; the Planning Service; Cardiff's Energy Prospectus; the 2016/17 Budget & Corporate Plan; a series of Quarterly Performance Reports and the Neighbourhood Services Project. These examples are important services which have a significant impact on all the residents of our city.

In particular I would like to highlight two areas of work which I believe have contributed to the development of the Council; the review of the Infrastructure Services Project and the Community Infrastructure Levy task & finish exercise.

The Infrastructure Services project (in conjunction with the Policy Review & Performance Scrutiny Committee) received briefings, reviewed the Outline Business Case and assessed the Full Business Case for this vitally important project. I believe that at least some of our observations and recommendations have supported the development of this project and hope that these will contribute to achieving significant improvements over the next twelve months. Naturally, the Committee will continue to scrutinise the implementation of the modified in house model in the year ahead.

Scrutiny of the Community Infrastructure Levy involved a cross committee task & finish exercise which considered the range of options for implementing this vitally important developer contribution across Cardiff. As a group we explored the growth options facing the city and how vital infrastructure could

be funded in future. In doing this we spoke to a wide range of witnesses, commissioned a very extensive piece of research and worked closely with the Cabinet Member and officers from the Planning Service. I am pleased to say that our work was welcomed by the Cabinet and I am confident that our key findings and recommendations will feature heavily in the Council's future strategy for implementing the Community Infrastructure Levy.

As one municipal year ends and another begins I would like to thank all of the Members and officers who have supported the Environmental Scrutiny Committee in 2015/16. I look forward to working with many of you again in 2016/17 when we will revisit old priorities like the Infrastructure Services Project and explore exciting new challenges such as the 'Restore Our Rivers' collaborative task & finish exercise.



**Councillor Paul Mitchell, Chairperson
Environmental Scrutiny Committee
May 2016**

INTRODUCTION

The Environmental Scrutiny Committee plays an important role in assessing service performance and informing service policy development across a range of Council services, including all aspects of transport, sustainability, and waste. This report presents the Committee's main activities during 2015/16. Between June 2015 and May 2016 the Committee scrutinised the following topics:

- **Inquiries** – Where the Committee had undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet. During 2015/16 examples included:
 - Community Infrastructure Levy – Joint Committee – Task & Finish Report;
 - Management of Section 106 Funding for the Development of Community Projects;
 - Cardiff Central Transport Hub.

- **Pre Decision Scrutiny** – This provides the Committee with an opportunity to evaluate and comment on policy proposals before they go to the Council's Cabinet. This gives the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision. During 2015/16 examples included:
 - Household Waste Recycling Centres – Proposed Changes;
 - Joint Scrutiny - Pre decision of the draft Cabinet report titled 'Infrastructure Services – Alternative Delivery Model' prior to it being considered at the Cabinet meeting on Thursday 16th July;
 - Draft Parking Strategy;
 - Litter Management & Enforcement in Cardiff;
 - Draft Corporate Plan 2016 – 2018 & 2016/17 Draft Budget Proposals.

- **Performance Monitoring** – Where the Committee has undertaken monitoring of the Council's performance. During 2015/16 examples included:
 - Draft City Operations Directorate Delivery Plan 2015/16;
 - Draft City Operations Directorate Delivery Plan 2016/17;
 - City Operations – Quarterly Performance Monitoring 2015/16 – Quarters 1, 2, 3 & 4;
 - Recycling & Waste Restricting Programme – Update on Implementation of Phase 1;
 - Joint Scrutiny - Shared Regulatory Service – Implementation & Future Proposals;
 - Infrastructure Services – Full Business Case Strategy Briefing.

- **Briefing Information** – Where the Committee receives information on a specific subject which has environmental implications to the Council and the City. During 2015/16 examples included:
 - Members Update: Council Energy Projects & Proposals for the Route to Market;
 - Implications of the Well-being of Future Generations (Wales) Act 2015;
 - Modified In House – Neighbourhood Services Project;
 - Cardiff's Future Waste Facilities – Member Update;
 - Cardiff's Commercial Waste Collection Service;
 - River Pollution in Cardiff.

- **Call In Meeting** - Where the Committee receives information on a specific subject which has environmental implications to the Council and the City. During 2015/16 examples included:
 - Infrastructure Services – Alternative Delivery Models – Consideration of Called In Cabinet Decision CAB/15/24;
 - New Household Waste Recycling Centre and Re Use Facility – Consideration of Called – In Cabinet Decision CAB/15/25.

This report presents the highlights of the Committee's activities during 2015/16.

Over the year the Scrutiny Committee held 14 committee meetings and wrote 30 letters to the Cabinet, officers and external partners, sharing their comments/ recommendations and concerns following the scrutiny of items at committee meetings.

This included four joint meetings; one with the Community & Adult Services Scrutiny Committee in order to carry out policy development and review scrutiny of the Shared Regulatory Service, and three joint meetings with the Policy Review & Performance Scrutiny Committee, in order to consider the 'Infrastructure Services – Alternative Delivery Model'.

Members have attended a number of other scrutiny events including: work programming meetings; pre-meetings prior to Committee; task and finish group meetings; and a workshop focusing on the role of scrutiny in a changing landscape.

INQUIRIES

Community Infrastructure Levy – Joint Committee Task & Finish

This Joint Committee Task & Finish Exercise was undertaken in partnership with the Children & Young People Scrutiny Committee; the Community & Adult Services Scrutiny Committee; the Economy & Culture Scrutiny Committee; the Environmental Scrutiny Committee and the Policy Review & Performance Scrutiny Committee. The inquiry ran from November 2015 to February 2016 and considered the options for introducing a Community Infrastructure Levy (CIL) to Cardiff. The scrutiny exercise summarised the review into seven key elements, these were:

- Community Infrastructure Levy – Strategy;
- Proposed Cardiff Community Infrastructure Levy Rates;
- Recent Legislative Change & Developer Contributions;
- Community Infrastructure Levy – Regulations 123 List;
- Community Infrastructure Levy – Administration;
- Community Infrastructure Levy – 15% Community Council Funding Allocation;
- Community Infrastructure Levy – General Information.

In reviewing the various options the group drew upon a number of information sources including witnesses from other local authorities; the construction industry; officers from Cardiff Council's Planning Service; Elected Members; a Scrutiny Research report and external planning consultants. From this body of

evidence the Members drew key findings and the twelve recommendations.

The main recommendations were:

- That a zonal approach seemed to be the best way forward for the city. It was felt that Cardiff should be split into three distinct zones, these were 1) Strategic Sites; 2) Residential Inner Zone, and 3) Residential Outer Zone. Members recommended that the Strategic Sites should be exempt of CIL and that the Residential Inner Zone should have a higher CIL than the Residential Outer Zone.
- That the Residential Inner Zone and Residential Outer Zone should be supported by a Community Infrastructure Levy variation tool which relates the contribution percentage to the number of units in the development, i.e. the larger the development the lower the CIL rate.
- That the rates provided in Cardiff's preliminary Draft Charging Schedule were high when compared to other local authorities who had or were in the process of adopting the Community Infrastructure Levy. The report recommended that the complete schedule of rates should be reviewed in advance of the publication of the Draft Charging Schedule in spring 2016.

The draft inquiry report was received by the Policy Review & Performance Scrutiny Committee (on behalf of the other Committees') on the 12 April 2016. Subject to one small amendment the twelve recommendations were accepted. A copy of the report has been sent to the Cabinet Member for Transport, Planning & Sustainability so that it can inform the Community Infrastructure Levy report which is due at Cabinet in June 2016.

Cardiff Central Transport Hub

As part of their 2014-15 work programmes, the Environmental and Economy and Culture Scrutiny Committees agreed to establish a joint task and finish inquiry focussed on arrangements for the new Central Transportation Hub. It was agreed that the Economy and Culture Scrutiny Committee would take the lead on this work, given the existing commitments of the Environmental Scrutiny Committee.

In 2014/15, given the tight timescales prior to a Cabinet decision it was deemed unlikely that Scrutiny could provide the full rigour of a task and finish Inquiry within the time available. As such, it was agreed that a series of individual meetings on specific themes would be arranged, with letters and recommendations submitted following each meeting.

Three meetings of this inquiry were held as part of the 2014-15 work programme, and a further three meetings have been held this year as part of the 2015-16 work programme. A summary of each meeting and the correspondence between the Inquiry Members and Cabinet Member is given below.

Meeting 4 – Concept Design – 23 June 2015

This meeting considered an outline of the preferred design for Cardiff Transport Interchange and an overview of the engagement work that will be undertaken to develop the final detailed design. Cllr Ralph Cook, as Chair of the Environmental Scrutiny Committee wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Request that the new Cardiff Transport Interchange should include a dedicated area for storing luggage.
- Note the current bus station capacity is 73 buses an hour and that the new Cardiff Transport Interchange will have 14 stands and could accommodate an average of 112 buses per hour.

- Seek assurances that the smaller footprint of the new bus station will be able to cope with the increased volume to ensure that safe and smooth bus operation can take place.
- Seek assurances about the impact on safety beyond the curtilage of the development; in particular that the immediate roads will be able to cope with the greater volume of bus traffic given the higher number of buses entering and leaving the new bus station.
- Note that the smaller bus station foot print and the higher bus transfer rate means that in future there will be little if any opportunity for bus layover. Members requested that major bus providers are liaised with to find out what provision they have for alternative layover locations and share this with the task group.
- Question cost implications of the new transport interchange proposals. Members requested information on the level of funding to be placed into the new transport interchange as a result of developer contributions, for example, section 106 contributions from the new BBC building, etc..
- Raise concerns about the apparent reduction in drop off and pick up locations to the north of the development, creating difficulties for people trying to access the transport interchange. The task group sought reassurance that there is a strong commitment to properly manage all drop off and pick up areas in future with regular enforcement action being taken where appropriate.
- The response received from the Cabinet Member stated that:
 - Give assurances that luggage storage area will be included in the specification for detailed design.
 - Give assurances that the design of the new facility will provide sufficient space to enable safe reversing manoeuvres to be carried out.

- State that It is impossible to predict the percentage of bus services that will use the new interchange and to confirm that there will be some layover spaces provided, ,but fewer than in the current bus station.
- To recognise the importance of management of pick up and drop off drop off areas to provide efficient use of the available space.
- To confirm that anticipated completion date is December 2017, but to state that this is a complex project which is inextricably linked with other Central Square developments.

Meeting 5 – Public Consultation and Costing Options - 25 November 2015

The areas covered during the meeting included an update on the overarching Central Square Scheme, feedback on public engagement undertaken, the timeline and key decision points for the developments and estimated costs and funding options for the new bus interchange. Cllr Rod McKerlich, as Chair of the Economy & Culture Scrutiny Committee wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Highlight three main requirements for the delivery of a new Transport Interchange in the city centre. The new building must be a financially sound arrangement for the Council, be visually attractive and its functionality must meet the demands of a growing capital city. Members noted from the meeting that work was underway to ensure the first two of these requirements is met.
- Note particular concerns with the functionality of the new interchange (while accepting this was not the focus of the meeting). Concerns included traffic projections and models, capacity estimates, pollution modelling and future phases of the Central Square development.
- Note the confidence that the bus station will be delivered on schedule and will be operational by December 2017 –Members were pleased that the

delay in the signing of the BBC deal at Central Square has no impact on the timeline associated with the transport interchange development.

- Give support to the request for Cabinet to grant authority for spend on enabling works and authority to further explore funding options for the transport interchange building.
- It was agreed at this meeting, that officers would meet with Members in the future to discuss the range of issues Members of the inquiry raised, particularly with regard to the functionality of the Transport Interchange. A list of questions and concerns was to be submitted to the Cabinet Member and officers to assist their preparation for this meeting.

Meeting 6 – Recap of key decisions and outstanding concerns – 29 February 2016

This meeting was arranged to address the questions that arose in meeting 5 with regard to the functionality of the transport interchange. Cllr Rod McKerlich wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Note Member reservations that modal shift from private to public transport, together with Cardiff's population growth, will be higher than has been estimated, putting unanticipated pressure on the capacity of the transport interchange.
- Note Members reservations with regard to dynamic stand allocation, given that it is an unproven system that has not been widely adopted across the UK.
- Welcomed the traffic flow model demonstration, showing traffic flow through the interchange.
- Note the ongoing commitment to work with bus and coach operators.
- Note concerns at the loss of the Wood Street NCP Car Park.

- Note slight reservations with regard to air quality and pollution in this development.
- Members of the Inquiry did not anticipate requiring any further meetings of this task and finish inquiry following this meeting, stating their confidence that the detailed proposals and plans will be subject to rigorous testing via Planning Committee and Cabinet.

Management of Section 106 Funding for the Development of Community Projects

This Environmental Scrutiny Committee inquiry started in late February 2016 and is due to finish in June 2016. It is looking to evaluate the process involved around the use of Section 106 contributions (and other relevant planning obligations) in the development of community projects.

In particular it will focus on the regulations governing the types of projects that can be funded; how Section 106 contributions (and other planning obligations) are managed; the consultation and engagement which takes place between councillors, officers and the public; the impact of the Community Infrastructure Levy Regulations on the Section 106 funding process; how community projects are identified through the Section 106 process and consider examples of good practice in this area.

PRE DECISION

Household Waste Recycling Centres – Proposed Changes

The meeting on 9 June 2015 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Household Waste Recycling Centres – Proposed Changes'. Cabinet Member Councillor Bob Derbyshire was invited to the meeting and was supported by officers from the newly formed City Operations Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Environment. The key points made in the letter were:

- Member opinion was split on the two main options for providing Household Waste Recycling Centres in Cardiff, i.e. to build a new site at Lamby Way or instead focus on the development of the Wedal Road site. Some felt that Lamby Way was a better option as it is based in an existing industrial area, while others felt that the Wedal Road site was in a more convenient location for many parts of the north of the city.
- The presentation provided a list of distances from various parts of the north of the city to the Lamby Way and Wedal Road sites. Members were not convinced that these were accurate; in particular they queried the travelling times quoted. They asked the officers to review the information and provide the Committee with a set of revised figures.

Joint pre decision scrutiny of the draft Cabinet report titled ‘Infrastructure Services – Alternative Delivery Model’ prior to it being considered at the Cabinet meeting on Thursday 16th July

A joint meeting between the Environmental Scrutiny Committee and the Policy Review & Performance Scrutiny Committee on the 9 July 2015 provided the Committee with the opportunity to scrutinise and comment on the outline business case proposals for the ‘Infrastructure Services – Alternative Delivery Model’. The Leader; the Cabinet Member for the Environment; the Cabinet Member for Transport, Planning & Sustainability and Cabinet Member for Corporate Services & Performance were invited to the meeting. They were supported by officers from the City Operations Directorate and Resources Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Environment. The key points made in the letter were:

- Members noted that important pieces of information were missing from Appendix 11 – Infrastructure Services Alternative Delivery Models: Outline Business Case – July 2015. This was considered to be one of the most crucial parts of the whole Outline Business Case as it scored each of the fourteen services against the five alternative delivery models. Once provided it was very interesting to see that for the most part the outcome of the Corporate Evaluation Methodology was completely different to the recommendation in the Cabinet paper, i.e. to take the Wholly Owned Arms Length Company forward as the option for developing a Full Business Case. Members were confused that the outcome of the Corporate Evaluation Methodology and joint scrutiny report were very similar yet cast aside in favour of a Wholly Owned Arms Length Company. The Committee asked for an explanation as to why this was the case.
- Members were concerned at some of the assumptions made in Appendix 3 – High Level Financial Analysis Assumptions of the Outline Business

Case. They noted that after applying efficiency savings and net income generation assumptions the model illustrated that Public / Private Joint Venture was in first place, Public / Public Joint Venture in second and Teckal (Wholly Owned Arms Length Company) came in third. The assumptions in the overheads and support services sections concluded that many fixed corporate services costs could not be removed from the Council, therefore, had to remain in addition to any third party overheads associated in working with a Public / Public Joint Venture, Public / Private Joint Venture and Outsourcing. This in effect handicapped the three models by £6.644 million; £6.257 million and £3.818 million respectively.

- Members were concerned that the Service Improvement Plans were not available for consideration alongside the Outline Business Case despite them forming a large part of the basis of the £4.053 million in house savings for the period 2015/16 to 2017/18. The Committee were informed that the documents were not available as full consultation of the proposals had not been undertaken. As a consequence they were very concerned at the assumption that the savings would be achieved by both the In House model and the Wholly Owned Arms Length Company. They felt that the saving should not be included within the Outline Business Case as they lacked substance and detail.

- Members asked for details on the predicated changes to employee terms and conditions as a result of a transfer to a Wholly Owned Arms Length Company, i.e. would they change or stay the same. In addition to this they asked for clarification on how TUPE protection would be applied to employees transferring to the new Wholly Owned Arms Length Company and if such a structure would prevent multi tier employee terms and conditions being applied.

Draft Parking Strategy

The meeting on 15 September 2015 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Draft Parking Strategy'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for Transport, Planning & Sustainability. The key points made in the letter were:

- Members felt that it was a good time to raise the issue of parking buffer zones with local communities who might benefit from the proposal. They offered support to this process should the Cabinet Member for Transport, Planning & Sustainability wish to start consultation with local communities.
- Members were comfortable with the idea of relaxing the survey requirements for the creation or extension of residential parking schemes; however, they stressed the importance of involving Members in the development of the criteria through vehicles like the focus groups. In addition to this they suggested that Member briefing sessions on any new residential parking scheme proposals would be essential.
- The Chair asked the Cabinet Member for Transport, Planning & Sustainability to approach Cardiff Bus to see if the back of bus tickets could be used to offer promotions for businesses based in Cardiff. He felt that this approach would provide an additional incentive for people to use the bus and hopefully encourage modal transfer.
- The Committee noted the positive response to the Environmental Scrutiny Committee report titled 'Problem & Nuisance Parking in Cardiff'. They were pleased to see that many of the recommendations had already been implemented and that it had made a positive contribution to the development of Cardiff's Draft Parking Strategy.

Litter Management & Enforcement in Cardiff

The meeting on 10 November 2015 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Litter Management & Enforcement in Cardiff'. The Cabinet Member for the Environment was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Environment. The key points made in the letter were:

- Members recommended that if the Council were to commission a third party litter enforcement trial then the proposal should be thoroughly evaluated to ensure that all parties clearly understood what was expected of them. They also emphasised that all Members should be properly briefed on any new third party litter enforcement trial both before parties were invited to bid and prior to the scheme going live.
- After discussing sponsorship proposals the Committee referred the Cabinet Member for the Environment to the sponsorship section of the 2013/14 Environmental Scrutiny Committee task & finish exercise on 'Cardiff Outdoors' as it was felt that this would help the Cabinet Member develop and improve sponsorship across outdoor services.
- The Committee asked for a projected timeline for implementation of Community Protection Notices; Public Space Protection Orders; Improving the control of printed literature; getting Highways Services to issue fixed penalty notices and using third party litter enforcement partners.
- Members asked if it would be possible to record all skip permissions online so that they could be easily accessed by Members and the public.

Draft Corporate Plan 2016 – 2018, and 2016/17 Draft Budget Proposals

The meeting on 16 February 2016 provided the Committee with the opportunity to scrutinise and comment on the 'Draft Corporate Plan 2016 – 2018 & 2016/17 Draft Budget Proposals'. The Cabinet Members for the Environment; Transport, Planning & Sustainability and Corporate Services & Performance were invited to the meeting. They were supported by officers from the City Operations and Resources Directorates.

Discussion prompted questions and comments which were put into three letters to the Cabinet Member for the Environment; the Cabinet Member for Transport, Planning & Sustainability and the Cabinet Member for Corporate Services & Performance. The key points made in the letters were:

- **Environment Portfolio**
 - **Savings Line 13 – City Operations – New Operating Model for City Operations** - Members noted the £1.052 million saving allocated against the 'New Operating Model for City Operations'. They noted that much of the saving detail is to be built into the Alternative Delivery Model for Infrastructure Services which would be scrutinised by the Environmental and Policy Review & Performance Scrutiny Committees in May 2016.
 - **Recycle & Reuse Facilities** – Members asked for a progress update on the introduction of new recycle and reuse facilities to Household Waste Recycling Centres in Cardiff. During the Way Forward a Member suggested taking this initiative a step further and starting a street reuse and recycle scheme in Cardiff; such a scheme would involve residents leaving unwanted items outside for collection on a specific day of the week which could be taken to a reuse and recycle facility to be rehomed.
 - **Savings Line 42 – City Operations – Regulatory Collaboration** - The Community & Adult Services Scrutiny Committee reviewed the Regulatory

Collaboration saving of £310,000 at their budget scrutiny meeting on the 15th February. They concluded that *‘while there was confidence that the savings would be achieved, the risk analysis ratings would remain as Red/Amber as 30% of the saving is predicated on raising additional income and this may be more difficult to achieve in South Wales than has been the case in parts of England that have followed a similar approach to Regulatory Services’*. The Environmental Scrutiny Committee agreed with and reiterated the comment.

- **Transport, Planning & Sustainability Portfolio**

- **Savings Line 15 - City Operations – Building Control – Improve Business Process Efficiency** - Members were concerned at the £46,000 increase in income allocated against Building Control, particularly as they struggle to meet current demand. They asked for the Council to consider providing the service with additional funding.
- **Financial Pressures – Line 3 – Supplementary Planning Guidance -** Members welcome the £75,000 of financial pressures support offered for Supplementary Planning Guidance, however, they felt that this would only go a part of the way in addressing the Supplementary Planning Guidance demands created as a result of adopting a new Local Development Plan.
- **Savings Line 21 – City Operations – Increase Civil Parking Enforcement contribution to fund Transport / Environment improvements currently funded by base revenue budgets** - Members noted the increase in income of £360,000 and an overall saving of £370,000 against this budget line.
- **Financial Resilience Mechanism – Targeted Interventions for Potholes** - Members welcome the additional £320,000 allocated for addressing potholes in 2016/17; they asked that repairs are not simply ‘pothole patches’ and that instead the Council applies a ‘permanent reinstatement’ approach.

- **Corporate Services & Performance Portfolio** - Members noted the progress achieved in reducing sickness levels in the City Operations Directorate and that increased national insurance costs and complying with the living wage had created significant financial pressures. They also acknowledged that the Council's general and earmarked reserves were very low in comparison to the Council's overall budget and when compared to other neighbouring authorities.

PERFORMANCE MONITORING

City Operations – Quarterly Performance Monitoring 2015/16

During 2015/16 the Committee increased the frequency with which it received quarterly performance monitoring reports. This change occurred to support the wider performance improvement agenda being applied across the Council as a whole. In total the Committee received a City Operations – Quarterly Performance Report for quarter in 2015/16.

City Operations – Quarter 1 Performance

On 15 September 2015 Members considered an item titled City Operations – Quarter 1 Performance; this covered the period 1 April 2015 to 30 June 2015. After the item Members made the following comments relating to the Environment Portfolio and Transport, Planning & Sustainability Portfolio:

- Members asked for a copy of the mitigation plan which had been put in place by the City Operations Directorate to ensure that the 2015/16 budget challenges were properly managed. They also asked for a summary of the City Operations Directorate restructures and refreshes which were taking place at that time; this was to include a description of the actual restructure / refresh, the aims and objectives of the work and a delivery timeline.
- This request addressed the areas of responsibility of the Environment and Transport, Planning & Sustainability Portfolios.

City Operations – Quarter 2 Performance

On 8 December 2015 Members considered an item titled City Operations – Quarter 2 Performance; this covered the period 1 July 2015 to 30 September 2015. After the item Members made the following comments relating to the Environment Portfolio and Transport, Planning & Sustainability Portfolio:

Environment Portfolio

- An officer explained that the sickness absence process could be improved by changing the definition of a sickness absence period; such a change it was felt could reduce sickness absence. Members asked for details of this proposal.
- It was noted that the staff agency budget for City Operations had achieved 89% of the published annual budget by the end of month six. Members were concerned by this high level of spend and asked for assurance that this budget will be better managed during the second half of 2015/16 to help ensure that budget and performance targets were met.

Transport, Planning & Sustainability Portfolio

- Members noted that PLA/004 (a) and (c) were again rated as red performance risks and considerably below target for 2015/16. They asked for detail on the mitigation measures put in place to improve performance and assurance that this work would help improve performance.
- After a discussion around the increased income into the parking revenue account from parking charges, civil parking enforcement and moving traffic offences Members asked for detail on the income and expenditure from the parking revenue account for 2014/15 and 2015/16 and a description of the scope of services which can now be funded from the parking revenue account under section 52 of the Traffic Management Act 2004.

- After consideration of THS/012 (percentage of principal (A) roads, non – principal (B) roads and non – principal (C) roads that are in overall poor condition) Members asked for a breakdown of the information by category (A), (B) and (C) road data down into three separate values for 2014/15 and 2015/16 year to date. This it was felt would help illustrate a clearer picture on the progressive state of Cardiff's roads.

City Operations – Quarter 3 Performance

On 15 March 2016 Members considered an item titled City Operations – Quarter 3 Performance; this covered the period 1 October 2015 to 31 December 2015. After the item Members made the following comments relating to the Environment Portfolio and Transport, Planning & Sustainability Portfolio:

Environment Portfolio

- Members noted that WMT/009b (the percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way) was rated as 'Amber' despite officers being confident of reaching the 58% statutory target for 2015/16. They accepted that the important performance indicator had to remain an 'Amber' risk until the result was formally verified.
- Members noted that the overall City Operations total (Head Count) of staff eligible for PPDR completion reduced from 1,387 at the end of Quarter 2 to 1,328 at the end of Quarter 3; a reduction of 59 staff eligible for a PPDR. The Committee asked for clarification on the reason for this reduction.
- Members were concerned about litter levels in Cardiff and asked for LEAMS results for all of the Cardiff wards for 2014/15 and 2015/16.

Transport, Planning & Sustainability Portfolio

- Members noted the red and amber R.A.G. status of PLA/004 (a) (% of major planning applications determined during the year within 13 weeks) and PLA/004 (c) (% of householder planning applications determined during the year within 8 weeks) respectively. They acknowledged the reasons provided for the poor performance of these indicators and hoped to see improvements in Quarter 4 2015/16 and Quarter 1 2016/17.

Draft City Operations Directorate Delivery Plan – 2015/16

The meeting on 9 June 2015 provided Committee with the opportunity to scrutinise and comment on the Draft City Operations Directorate Delivery Plan. Cabinet Members Councillor Ramesh Patel and Councillor Bob Derbyshire were invited to the meeting and were supported by officers from the newly formed City Operations Directorate.

Presentations based on the respective Cabinet portfolios of responsibility were delivered (Transport, Planning & Sustainability and Environment) and the Cabinet Members and officers were available to answer Members' questions on the Draft City Operations Directorate Delivery Plan.

Discussion prompted some questions which were put in letters to the Cabinet Member for Transport, Planning & Sustainability and the Cabinet Member for the Environment. The key points made in these letters were:

Directorate Delivery Plan– Transport, Planning & Sustainability Portfolio

- Members asked for a detailed income and expenditure summary for the running of the Civil Parking Enforcement team and Moving Traffic Offences service in Cardiff. In both instances it was asked that this summary detailed exactly what was funded from within the 'Parking Revenue Account'.

- Asked for an answer as to when the Council would be able to accurately forecast income levels for the new Moving Traffic Offences scheme.
- Stressed that they were keen to receive the long overdue feedback on the Cabinet response to the Environmental Scrutiny Committee report titled 'Problem & Nuisance Parking in Cardiff'.
- They noted and agreed with the then Director for Strategic Planning, Highways, Traffic & Transport that it would be vitally important to benchmark Council services within the new City Operations Directorate; this would create a systematic approach for comparing Cardiff's services against the best in the United Kingdom. They asked that once this was established that it should be shared with Members.
- Expressed concern at the lack of clear linkage between the various transport policies and strategies, for example, it is not clear how the Welsh Transport Strategy translates its high level vision into the Local Transport Policy. They felt that more could be done to improve the collaborative transport planning agenda and urged the Cabinet Member for Transport, Planning & Sustainability to contact the Welsh Government to push forward this agenda.
- The Committee asked for a detailed timeline for the development of the Cardiff Transport Strategy to include detail on the consultation to be followed in the development of the strategy.

Directorate Delivery Plan – Environment Portfolio

- Members noted that the presentation delivered by the Assistant Director for the Environment cited a spend of £73 million per annum for the services to be included within the Infrastructure Services - Alternative Delivery Model. This contrasted to a figure of £55 million quoted in a recent task & finish exercise. They asked for an explanation for the difference between these two figures.

Draft City Operations Directorate Delivery Plan – 2016/17

The meeting on 19 April 2016 provided Committee with the opportunity to scrutinise and comment on the Draft City Operations Directorate Delivery Plan for 2016/17. Cabinet Members Councillor Ramesh Patel and Councillor Bob Derbyshire were invited to the meeting and were supported by officers from the City Operations Directorate. Presentations based on the respective Cabinet portfolios of responsibility were delivered (Transport, Planning & Sustainability and Environment) and the Cabinet Members and officers were available to answer Members' questions on the Draft City Operations Directorate Delivery Plan. Discussion prompted some questions which were put in letters to the Cabinet Member for Transport, Planning & Sustainability and the Cabinet Member for the Environment. The key points made in these letters were:

Draft Directorate Delivery Plan 2016/17 – Common to both Portfolios

- It was noted that the age profile ranges used in the proposed Draft Directorate Delivery Plan for 2016-18 were different to those used in the Directorate Delivery Plan for 2015-17. Members asked for an explanation for the change.
- Members felt that the very low number of staff in the 16 to 24 years of age range was a concern, particularly as approximately 58% of staff are over the age of 45. They were of the opinion that the high age profile supported a wealth of experience; however, considered it vital the knowledge wasn't

lost due to the Council failing to pass the information down to a younger generation. The Director for City Operations explained that this issue had been identified and that it was being addressed in a development plan. The Committee asked for confirmation of the actions being taken to better balance the age profile of the workforce and to ensure that vital skills aren't lost, for example, the development of apprenticeships.

- The Draft Directorate Delivery Plan for 2016-18 identified that only 17 of the 1,424 staff (1.2%) working for City Operations were defined as Welsh speakers with Welsh skills recorded on DigiGov. Members were concerned by this low level and asked for assurance that sufficient resources were in place to meet the newly introduced Welsh language standards.

Draft Directorate Delivery Plan 2016/17 – Transport, Planning & Sustainability Portfolio

- Members were very impressed by the reduction in full time equivalent (FTE) sickness days in Highways during 2015/16; from 12 FTE sickness days to 4 FTE sickness days. They congratulated the City Operations officers for this improvement and asked for an explanation as to how it was achieved.

Draft Directorate Delivery Plan 2016/17 – Transport, Planning & Sustainability Portfolio

- Members expressed concern that the Police Community Support Officers no longer issue fixed penalty notices for littering offences. They asked the Cabinet Member for Transport, Planning & Sustainability to raise the issue with South Wales Police.

Recycling & Waste Restricting Programme – Update on Implementation of Phase 1

The meeting on 13 October 2015 provided the Committee with the opportunity to scrutinise and comment on the 'Recycling & Waste Restricting Programme – Update on Implementation of Phase 1'. Cabinet Member Councillor Bob Derbyshire was invited to the meeting and was supported by officers from the City Operations Directorate.

The Cabinet Member for the Environment and officers were available to answer Members' questions on the 'Recycling & Waste Restricting Programme – Update on Implementation of Phase 1'. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Environment. The key points made in the letter were:

- The Committee has asked for a list of streets which were initially proposed for the new wheelie bin scheme and after consultation allowed to stay on the bag scheme along with reasons why certain streets were allowed to remain on the bag scheme.
- Members suggested that a ward recycling league should be created to encourage recycling competition between wards and in turn help drive up recycling rates.
- Members noted that all of the waste collection changes would be reviewed in future to monitor the progress. They have asked to be provided with the outcome of the first review, in particular the details relating to the Penylan ward.

Joint Scrutiny of Shared Regulatory Service – Implementation and Future Proposals

Cardiff Council is working in partnership with Bridgend and the Vales of Glamorgan Councils to deliver environmental and consumer protection and some licensing functions through a regional collaborative service.

A joint meeting between the Community & Adult Services Scrutiny Committee and the Environmental Scrutiny Committee on the 3 March 2016 provided Members with the opportunity to scrutinise and comment on an item titled 'Shared Regulatory Service – Implementation & Future Proposals'.

The Cabinet Member for Skills, Safety, Democracy & Engagement was invited to the meeting. He was supported by officers from the Shared Regulatory Service. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Skills, Safety, Democracy & Engagement.

The key points made in the letter were:

- Members expressed concern over the Planning Service failing to meet two of the main the food safety performance indicators; PPN/001(ii) and PPN/008(ii). Members hoped that the planned recruitment drive would address the problem.
- Members were not convinced of the achievability of the Shared Regulatory Service income generation plans. They asked for a detailed plan from the Shared Regulatory Service to set out it proposed achieve income targets in 2016/17.
- Members were supportive of the new outcome based performance indicators currently being developed by the Shared Regulatory Service.
- Members asked for a risk hierarchy system to be included in the risk section of the Shared Regulatory Service Business Plan to help identify the most significant risks facing the Shared Regulatory Service.

Infrastructure Services – Full Business Case Strategy Briefing

The meeting on 15 March 2016 provided the Committee with the opportunity to scrutinise and comment on the 'Infrastructure Services – Full Business Case Strategy Briefing'. Cabinet Member Councillor Bob Derbyshire was invited to the meeting and supported by officers from the City Operations Directorate. Discussion prompted questions and comments which were put in letters to the Cabinet Member for the Environment. The key points made in the letter were:

- Members noted that the documents provided for the scrutiny of the 'Infrastructure Services – Full Business Case Strategy' made several references to collaboration. Officers provided a brief explanation on what this could mean and confirmed that very high level discussions had taken place with senior officers from neighbouring authorities. The Committee asked for details of the collaboration opportunities which had been identified during the project along with an explanation of any actions which had taken place to develop these opportunities.
- Members asked for an explanation of the impact that Welsh local authority reorganisation could have on the creation of an alternative delivery model for Infrastructure Services.
- During the meeting much emphasis was placed on the importance of introducing modern and relevant ICT into many of the services within the scope of the Infrastructure Services – Full Business Case. In particular the urgency of implementation was stressed as it was felt that very little progress had been achieved. The Committee reminded the Cabinet Member that purchasing successfully established off the shelf packages was a far better approach than developing our own in house systems and reiterated Recommendation 2 of the task group report titled 'Infrastructure Business Model & Alternative Delivery Options' which urged the Council to introduce off the shelf ICT packages.

- Members noted that despite trying to develop an in house fleet management solution for Central Transport Services over a two year period it now appears that the Council is in the final stages of commissioning an industry recognised fleet management software package. In response to this the Committee asked for a timeline for completing the procurement exercise for the new fleet management system along with a forecast for full implementation and an explanation of why after such a long period of development the Council has decided to abandon the creation of an in house fleet management system.

- Members asked for governance arrangements of the new alternative delivery model to be presented alongside the preferred option when it is presented for pre decision scrutiny in May. They also stressed the importance of building in the need for accountability and business control into future governance arrangements.

- During the meeting the Trade Union representatives for the GMB, Unite and UCATT put forward the proposal of a 'Commercial Internal Directorate'. After the meeting the Chair wrote to each of the trade unions asking them to submit details of any 'Commercial Internal Directorate' proposals that they had developed.

- The Committee asked for details on income generation including:
 - Clarification on the actual value that could be achieved by delivering the additional 7% of turnover in a Teckal based wholly owned arms length company;
 - Clarification on if it is legally possible to achieve an additional 7% in external turnover through the modified in house option;
 - Clarification if there are any mechanisms which can be used to legally generate more than 20% in external turnover through a modified in house company;

- Any business plans which have been created during project to deliver new business through both the wholly owned arms length company and modified in house options.

BRIEFING INFORMATION

Members Update: Council Energy Projects & Proposals for the Route to Market

The meeting on 14 July 2015 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Members Update: Council Energy Projects & Proposals for the Route to Market'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting and was supported by officers from the City Operations Directorate.

Discussion prompted questions and comments which were put in a letter to the Cabinet Member for Transport, Planning & Sustainability. The key points made in the letter were:

- Members noted the progress made in terms of the Council's contribution to increasing renewable energy production in Cardiff. They asked for clarification as to when Cardiff would be able to produce 40 MW per annum of renewable electricity, which bodies would actually produce this electricity and for the 40 MW to be compared against the overall annual electricity consumption in the city.

Draft City Operations Directorate Delivery Plan – 2015/16

The meeting on 14 July 2015 provided the Committee with the opportunity to scrutinise and comment on the 'Implications of the Well-being of Future Generations (Wales) Act 2015'. The Cabinet Member for Transport, Planning & Sustainability was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and

comments which were put in a letter to the Cabinet Member for Transport, Planning & Sustainability. The key points made in the letter were:

- Members appreciated the goals of the new legislation, however, noted the lack of clarity which they hoped would be addressed by the Welsh Government guidance notes due to be published in the autumn.
- The Committee were concerned that the new legislation could be bureaucratic and expensive to implement. They asked for assurance that the Council would look to minimise bureaucracy when applying the new legislation and that implementation costs should be kept to a minimum.

Modified In House – Neighbourhood Services Project

The meeting on 10 November 2015 provided the Committee with the opportunity to scrutinise and comment on an item titled 'Modified In House – Neighbourhood Services Project'. The Cabinet Member for the Environment was invited to the meeting and was supported by officers from the City Operations Directorate. Discussion prompted questions and comments which were put in a letter to the Cabinet Member for the Environment.

The key points made in the letter were:

- Members noted an explanation that Local Environmental Audit Management System (LEAMS) results had improved in the Neighbourhood Services pilot area, that anecdotal comments from Members of the public seemed to support the improvements and that the improvements in the pilot area appeared to be better than those across the rest of the city. In response to this they asked for a copy of the LEAMS results for the last twelve months for the pilot area and the rest of the city.
- Due to a perceived shift away from the original organisational boundaries of the Neighbourhood Services Project Members asked for clarification on the new structure to include a detailed management structure. In addition

to this they asked how the Neighbourhood Management Areas would tie into the new east / west zonal approach.

- Member asked for information on the types of new income generation ideas which are being developed alongside the Modified In House and Wholly Owned Arms Length Company.

Cardiff's Future Waste Facilities – Member Update

At the meeting on 10 November 2015 Members received an update on the development of Cardiff's Future Waste Facilities. This included information on the Prosiect Gwyrdd contract for processing municipal waste; a progress update on the anaerobic digestion plant currently being built by Kelda Organic for the processing of organic waste; an update on any proposals to develop future waste infrastructure with other local authorities and regional partners and work currently being undertaken to develop reuse and recycle facilities across Cardiff. Following the item the main Member comments and observations were:

- Members emphasised the importance of early public communication on the planned move to seasonal opening in 2016 for Household Waste Recycling Centres.
- Members welcomed the support of the Cardiff Third Sector Council to help improve recycling rates in Cardiff and that there is a commitment expand reuse facilities in Cardiff.

Cardiff's Commercial Waste Collection Service

At the meeting on 8 December 2015 Members had the opportunity to scrutinise and comment on Cardiff's Commercial Waste Collection Service. The Committee received a report that focused on a number of areas of the Commercial Waste Service, these included details of the service and how it operates; the sales and marketing approach being used to generate income; resources allocated and challenges facing the service and how it will feed into the Infrastructure Services Full Business Case.

Following the item the main Member comments and observations were:

- Members were pleased at the progress that the Commercial Waste Service had made in recent years; in particular the business acumen within the team which had increased income levels.
- Members noted the competitive advantage created by the Council's VAT exempt status compared against other private sector commercial waste businesses. They felt that the Commercial Waste Service should use the VAT advantage as a selling point to attract new business and to maintain existing business.
- Members endorsed the idea of including the Commercial Waste Service as a part of a solution based cluster of services for businesses.
- Members noted that the Council was close to achieving access to a complete suite of sustainable waste disposal facilities which should give them a degree of control over waste disposal costs. The Committee felt that this position should be reviewed to find out if having these local facilities actually created a local commercial waste cost advantage for the Council.

River Pollution in Cardiff

At the meeting on the 15 March 2016 Members had the opportunity to scrutinise and comment on River Pollution in Cardiff. The Committee received a report which considered a number of areas including the water quality of Cardiff's three main rivers; the work being undertaken to manage and monitor river pollution in Cardiff; the challenges faced in keeping Cardiff's rivers clean and healthy and the impact that the water quality in Cardiff's rivers has on the local environment. The meeting was supported by a number of vital stakeholders, these included Dwr Cymru / Welsh Water; Natural Resources Wales; South East Wales Rivers Trust; Glamorgan Anglers and the Cardiff Rivers Group.

Since this meeting it has been agreed that the Environmental Scrutiny Committee will run a task & finish exercise in the summer of 2016 to further explore river pollution issues in Cardiff. In doing this the Committee will co-opt representatives from each of the key stakeholder groups.

CALL IN

Infrastructure Services – Alternative Delivery Models – Consideration of Called In Cabinet Decision CAB/15/24

At the meeting on 26 August Members of the Environmental Scrutiny Committee and Policy Review & Performance Scrutiny Committee had the opportunity to jointly scrutinise and comment on an item titled 'Infrastructure Services – Alternative Delivery Models – Consideration of Called In Cabinet Decision CAB/15/24'. The Cabinet Decision CAB/15/24 was called in following the Cabinet meeting on the 16 July 2015 and resolved a number of matters including:

- 'The conclusion of the report that the most appropriate future delivery model for the services in scope is a Wholly Owned Company (Teckal) be agreed';
- 'The establishment of a Full Business Case and Shadow Board to govern the company establishment be agreed and authority delegated to the Chief Executive to work with the Leader of the Council and the Cabinet Member for the Environment to define the appointments of the Directors and Non Executive Directors to the Shadow Board';
- 'The completion of a Full Business Case for the Wholly Owned Company model and also the Modified In-House Model be agreed and the findings be reported back to Cabinet early in 2016 together with recommendations as appropriate regarding'.
- 'Consultation commence on and thereafter implement the saving opportunities identified for the Modified In-house and Wholly Owned

Company Trading options to allow the financial benefits to be achieved within the timescales identified’.

After the call in Members considered the evidence and voted unanimously not to refer the matter back to Cabinet, meaning that the decision taken by Cabinet on the 16th July 2015 stood. In addition to supporting the Cabinet decision Members stressed the importance of ensuring that detailed consultation and engagement with staff and trade unions took place on a regular basis during the development of the Full Business Case.

New Household Waste Recycling Centre and Re Use Facility – Consideration of Called – In Cabinet Decision CAB/15/25

At the meeting on 26 August Members of the Environmental Scrutiny Committee and had the opportunity to scrutinise and comment on an item titled ‘New Household Waste Recycling Centre and Re Use Facility – Consideration of Called – In Cabinet Decision CAB/15/25’.

The Cabinet Decision CAB/15/25 was called in following the Cabinet meeting on the 16 July 2015 which resolved a number of matters including:

- The location of the new larger HWRC at the Lamby Way Depot in Rumney be approved;
- It be noted that the closure of the existing Wedal Road HWRC's will take place on completion of the new HWRC at Lamby Way and that the delivery timescales for recommendations 1 and 2 will be April 2016;
- That the operation of seasonal hours would be implemented by November 2015 along with approval for immediate implementation of the proof of residency for resident access to the Household Waste Recycling Centres;

- That a new charging approach for non Cardiff residents is approved and that commercial operators are identified to reduce treatment and disposal costs;
- A third party operator be sought for the delivery of a Re Use Facility.

After the call in Members considered the evidence and voted to refer the matter back to Cabinet. The reason cited for referring the item back for further Cabinet consideration was that a detailed traffic assessment referencing travelling times from various parts of north Cardiff to both proposed sites was not provided. Instead estimates based on 'Google Live Traffic' were used in the report to illustrate travelling times.

The Committee recommended that a detailed traffic assessment should be provided with the future Cabinet report and for this to include data based on actual traffic surveys.

RECOMMENDED FUTURE WORK PROGRAMME

The Committee receives regular work programme updates at which Members have the opportunity to consider items for inclusion on the work programme, and can also suggest any new issues which may be of interest to the Committee. The following issues are considered as suitable for inclusion in the 2016 / 17 work programme:

- Neighbourhood Services – Member Update
- Infrastructure Services – Member Update
- Review of Cardiff's Draft Transport Strategy
- Cardiff Bay & City Centre Master Plans
- Household Waste Recycling Centre – Member Update
- Managing Litter in Cardiff
- Cardiff's Waste Management Strategy – Member Update
- Waste Enforcement Services
- Cardiff's Cycling Strategy
- Local Development Plan – Implementation of the Planning Inspectorate Recommendations & Requirements (including progress on updating the new Statutory Planning Guidance)
- Planning Service – Member Update
- Air Quality Strategy
- Highway Asset Management – Member Update
- Public Conveniences Strategy
- Cardiff's Parking Strategy – Member Update
- Pavement & Footway Maintenance in Cardiff

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