Item 7.3.2

Paul Warren  
Chair of CPB Scrutiny Panel  

29th November 2013

Dear Paul

CPB Scrutiny – Urban Environment Programme

Thank you for your letter regarding the comments and observations of the Panel in relation to the Urban Environment Programme. The CPB’s responses to the recommendations are set out below:

Recommendation 1

The Programme Board needs to clarify its role in relation to delivering the Urban Environment Programme agenda and state clear aims and objectives which all partners can agree to.

The Urban Environment Programme Board was originally established to deliver against a broad range of environmental issues identified as priorities within the What Matters Single Integrated Plan.

This approach recognised that improving local well-being was not the responsibility of one organisation alone, and that to address some of the major issues there needs to be a collective approach. The Urban Environment workstreams originally included:

- Develop a Carbon Lite city
- Reduce litter and address fly tipping
- Reduce dog fouling
- Improve public transport issues including cross city travel
- Encourage a modal shift in transport

After the Urban Environment Programme Board first convened, it became apparent that many of these workstreams were already being taken forward as part of the “day-job”, which involved partnership working as a matter of course.

For instance, Cardiff Council’s Transport Policy team lead on improving transport and encouraging a modal shift across the city. They are heavily invested in working with appropriate partners to tackle city wide issues as part of their day to day activities. Given that the Transport Policy Team already have a mature multi-agency approach to delivery and to avoid duplicating meetings- the Urban Environment Programme Board consider and coordinate work-streams such as this on a virtual basis. The Programme Leads were also closely engaged with each other as part of their day to day activities which assisted with strategic discussions.
The Programme Board has therefore operated on this virtual basis for twelve months, given the close working relationship of Board members as part of their core business. The Urban Environment Programme Board has, however, recently reviewed and re-evaluated its priorities. This was done as part of the work to develop One Planet Cardiff and the evidence base suggests that the Programme Board should focus on the key aims of:

- energy,
- water,
- transport,
- waste,
- people and
- place

The view of the Programme Board is that these elements represent the clear strategic priorities for the city, with immediate and longer term implications. The Cardiff Partnership Board therefore welcomes the Scrutiny Panel’s recommendation that the Urban Environment Programme Board clarifies its role around a more strategic set of priorities. The Programme Board has therefore realigned its workstreams around the objectives of One Planet Cardiff- which provides clear priorities for the city.

A revised Programme Board structure is attached as Appendix A.

**Recommendation 2**

*The Urban Environment Programme should timetable regular quarterly meetings with clear agendas to cement the Board and ensure regular monitoring of programmes and opportunity to share best practice.*

A forward plan of meetings will be diarised with the workstream leads to discuss strategic issues on a more formal basis. This will be in the context of a reformed set of workstreams to reflect the evolving priorities of this programme board. The first meeting of the Programme Leads has been arranged for the 26th of November.

A development session was also held on the 9th of October to consider Energy and Assets in Cardiff, which now represent clear priorities for this Programme Board. This will help shape a delivery programme around the key priority of Energy.

**Recommendation 3**

*The Programme Board needs to establish a clear strategic direction which links in with the significant existing strategies. This is particularly important in relation to the Local Development Plan which did not seem to be included in any of the strategic discussions.*

As outlined in the response to recommendation 1, the Programme Board recognise the need for clear strategic direction, and work has already been undertaken to realign the Programme Board Objectives with that of One Planet Cardiff. This is outlined below.
Previous Programme Structure

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<thead>
<tr>
<th>Urban Environment</th>
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<tbody>
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<td>John Harrison, Environment Manager, Environment Agency</td>
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Proposed Partnership Structure

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With regards to the Local Development Plan, many of the partners involved in the Programme Board have already been invested in discussions around the LDP. It is therefore important that the Urban Environment Programme Board adds value to existing work, rather than adding in another layer of bureaucracy that duplicates meetings.

The Programme Board has therefore chosen to focus on mobilising partner resources in areas where there are currently no existing mechanisms for doing so.

That is why the Programme Board have focused in on specific areas where further work is required to coordinate the city’s resources. For instance, the Energy and Assets Development session held on the 9th of October considered opportunities to invest in the city’s energy infrastructure based on an understanding of the city and where future development are likely to happen. From an LDP perspective, there are clear links to be made. There are opportunities, for instance, to consider how local heat networks could be developed across the city based on an identification of existing heat sources and an understanding of potential future heat sources, based on the emerging Local Develop Plan.

Members of the Urban Environment Programme Board have also shaped a session with the Cardiff Leadership Group in April 2013, considering Community Infrastructure Planning requirements in the context of the Local Development Plan and the latest Census data. This informed a debate on the emerging challenges facing service delivery partners and led to a formal discussion on the opportunities to collaborate to address the growing demand on public services.
Building on this work, the Strategic Planning Team and the Transport workstream delivered a joint presentation to the Cardiff Partnership Board. The presentation highlighted the issues involved with managing a growing city and the need for a consensus on strategic investment in the city. This resulted in further multi-agency discussions around future community infrastructure needs.

As outlined, given that many of the Urban Environment Programme Board’s workstreams are already being taken forward through well developed structures (i.e. transport and waste) the Board proposes to focus on Energy, Waste and Water for the immediate future. Other objectives will be given a watching brief. Though the “watching brief” priorities are already being addressed as part of well developed “day job” activities it is still important that they are monitored by the Programme Board and considered in the context of wider strategic development. Energy, Water and Waste however represents a huge area of work where there are significant opportunities around competitiveness, resilience and sustainability. Dedicated work is therefore needed to mobilise and progress these specific objectives to make Cardiff a leading city and they will therefore be the priorities for the next financial year.

**Recommendation 4**

*The Programme Board needs to engage more effectively with elected Members. It may be beneficial to have an elected Member on the Programme Board to ensure political representation and political buy in to the Board’s strategic direction.*

The Council’s aspiration and contribution to the environment agenda is clearly articulated within the Corporate Plan 2013-17. Cardiff Council is a major partner in many of the joint initiatives undertaken under the Programme Board and therefore the Cabinet Member for Environment will be aware of the work of the Programme Board.

To ensure elected members are aware of the agenda and can have a direct input, engagement material and updates will be circulated periodically. On the 29th of October, for instance, details of the Cyd Cymru Collective Energy Buying scheme were circulated to all members. This scheme had been shaped and developed by Cardiff Council and the Vale of Glamorgan Council. It should be noted that this work has fallen under the remit of two lead members for each authority; the Cabinet Member for Environment (Cardiff) and the Environment and Visible Services Portfolio (Vale of Glamorgan).

The Neighbourhood Partnerships will also be used as a localised engagement mechanism to communicate Environment issues, particularly with the Neighbourhood Partnership Strategic Group where members sit.

**Recommendation 5**

*The Programme Board should work with all partners and elected Members from all political parties to try and establish a consensus on their work moving forward. This should help eliminate the insecurity caused by changes in administration and personnel in future as there will be consensus on a long term strategy moving forward.*
Sustainable development is a broad subject with obvious links with many Council services. As such a variety of messages around sustainable development are produced by many Council departments, and partner organisations, for different purposes. One Planet Cardiff draws together all the relevant issues under a coherent framework for sustainable development.

One Planet Cardiff therefore clarifies complex messages and provides clear priorities that all elected members and political parties can support. It also includes a clear statement on Cardiff Council’s leadership role, through its well-being powers, in setting a sustainable development agenda for the city. The One Planet Cardiff approach was agreed by the Council’s Cabinet in 2013, after extensive development work with partners across the city.

To support the delivery of One Planet Cardiff a delivery plan has been developed to update the Council’s corporate Sustainable Development Policy. To further build on this, the Urban Environment Programme Board will mobilise partner resources around the identified issues.

Recommendation 6
The Programme Board should continue to work closely with neighbouring authorities to help prioritise problem areas, use resources most effectively and seek joint agreement on priority areas moving forward.

It is accepted that many of the major environmental issues cut across local authority boundaries. This is reflected in the fact that many of the environmental work is being undertaken on a regional basis.

For instance, prosięt gwyrdd is a partnership between 5 independent Local Authority Areas and the Welsh Government to deliver a solution to the region’s waste disposal challenge. The Cyd Cymry collective energy buying project is another cross boundary initiative. It has been developed with the Vale of Glamorgan, and with assistance from the Regional Collaboration Fund, and is open to everyone across Wales.

Similarly from a transport perspective, in exploring the feasibility of a student travel card for Cardiff, the Transport Policy Team recognise the need to involve the South East Wales Transport Alliance bus group, given that there is a regional component to student travel.

Further to this, recent work to develop the energy agenda in Cardiff has involved collaboration with organisation that operate across many local authority boundaries. These include private sector partners, such as Western Power and public sector partners such as Natural Resource Wales. In view of this, the Urban Environment Programme Board is positioned to collaborate on a regional basis as and when necessary.

Recommendation 7
The CPB should take a role in promoting the environmental agenda and ensuring that their own organisations are engaged with the work of the Urban Environment Programme.

It is recognised that the public services in Cardiff employ approximately 55,000 people who, with appropriate behaviour changes, could make a significant contribution to the
environment. Many of these work within the organisations that are represented on the Cardiff Partnership Board.

The Urban Environment Programme Board and the Cardiff Partnership Board have already collaborated to promote sustainable behavioural change initiatives through partner organisations.

The most recent example includes the CPB receiving an overview of the Cyd Cymru collective energy buying project in September, developed through the Urban Environment Programme Board. By buying energy together, participants of previous collective switching schemes have saved between £60 and £250 per household per year. Research by the Energy Saving Trust, who regularly collaborate with the Programme Board, shows that in addition to the savings made by switching energy providers, behavioural changes can save up to £155 per year in a typical household. It was agreed at the CPB that marketing and engagement work would be undertaken with all CPB partners to promote Cyd Cymru with the aim of encouraging sustainable energy use and saving money on fuel bills. This would form a part of a wider communication and engagement plan.

Another example included the Programme Board working with CPB partner organisations the host sustainable travel sessions. Cardiff Leisure Centres was one such example, and the sessions encouraged more sustainable use of transport. This provides an example of how public service providers in Cardiff are utilising their infrastructure and networks to promote environmental sustainability. This approach offers further opportunities for promoting the work of the Urban Environment Programme Board and will be utilised as and when necessary.

Yours sincerely

Sarah McGill
Acting CPB Chair
## Appendix A
### Previous Partnership Structure

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