

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

4 NOVEMBER 2014

Present: Councillor Howells (Chairperson);  
Councillors Cowan, Goodway, Hunt, Lloyd, Love, McGarry,  
Murphy and Walker.

Apologies:

### 36: DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct, to notify any interests in general terms and complete personal interest forms at the start of the meeting and then prior to commencement of discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial, Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

### 37: MINUTES OF LAST MEETING

The minutes of the meetings of 2 September and 30 September 2014 were agreed as a correct record and signed by the Chairperson.

### 38: DRAFT PROPERTY STRATEGY

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance, Neil Hanratty, Director of Economic Development and Charles Coates, Corporate Property & Estates Manager.

The purpose of this report was to give the Committee the opportunity to consider the draft Property Strategy before it is presented to the Cabinet for comment and approval.

The Chairperson invited Councillor Hinchey to make a statement. Councillor Hinchey informed the Committee that the draft strategy report represents a significant step change. Next to its staff, property is the largest asset the Council has. It is important to continually monitor the situation regarding the approximately five hundred and twenty operational buildings that the Council has. The environment in which people work is an important factor in the staff morale. The Council is aiming to reduce the number of buildings it has and move towards using buildings that are multi-functional. The city's schools currently account for almost two-thirds of the Council's property estate. The Council needs to focus on its property estate when it is undergoing a period of change.

The Director gave a presentation on the Corporate Property Strategy 2015 - 2020, which gave the Committee further information on the following:

- State of the Estate
- Objectives
- Strategy
- Schools Review
- Office Review
- Community Buildings
- Implementation
- Performance & Monitoring

The Committee was informed that the key purpose of the report is to provide a framework for the performance of the estate. One aim is to respond to the Welsh Audit Office criticism that the Council is not managing its property well. The report focuses on the operational estate, which are the buildings that the Council uses to deliver its services. There is a need to improve the quality of school buildings and a high level review has been undertaken to identify those school buildings that are not up to standard. The aim is for the Council to have three core buildings, rather than the current four. Global Link is to be relinquished. The Council has to invest in the buildings that it retains. Fitness for purpose assessments will allow a better understanding of the estate and will be used when decisions are being made about which buildings should be kept and which should be let go.

The Chairperson invited questions from the Committee.

The Committee was concerned that having waited for a long time for this report there was very little in it that was not already known. The Committee was advised that the report has taken a lot of work and budget preparation has taken time away from it. This is an 'umbrella' document and it was important to take the time to get it right. The report contains a considerable amount of detail. Fitness for purpose assessments look at the estate more holistically, rather than just focussing on the condition of buildings. The focus of the report is on the direction of travel. The schools estate review will come forward next month as part of the Schools Organisational Programme and community buildings have been looked at in detail.

The Committee noted that the growing maintenance backlog is in excess of £100 million and asked how this situation has been reached. The Committee was advised that in this respect Cardiff is in a very similar position to numerous other local authorities. The condition of all buildings is assessed tri-annually and necessary works are prioritised. Public sector investment over the last twenty years has not been good. Cardiff has numerous schools that are approximately one hundred years old. Given the very difficult financial situation that the local authority now face, Property & Estates have to think differently and explore different ways of using buildings, such as perhaps sharing buildings with other partners, or by perhaps having schools with good facilities also serve as leisure centres. By thinking differently, by using more innovative approaches and looking at alternative delivery models, the local

authority might be able to save money and have more to spend on the property estate that it retains. The intention is to modernise, rationalise and improve collaboration.

The Committee pointed out that Schools Review report will be in the public domain soon and asked whether there will be consultation on proposals regarding Cardiff's schools. The Committee also asked when more detail will be available on the plans to reduce the office estate from forty-nine to thirty-five buildings. In relation to consultation, officers referred the Committee to the report for details of member engagement and informed the Committee that the local authority would not publicise any plans for a particular school without first talking to the school's governors. The Council has been looking at the idea of creating community campuses, which combine with the school other facilities, such as sports and library facilities and community hubs. Schools should be treated as a community asset.

The Committee asked whether any work has been done to enable the local authority to challenge the WAO's criticisms of the way it manages its property estate and was advised that the strategy is not just a response to the WAO criticism and advice but is also based on approaches being used by other local authorities.

The Committee asked whether there will be a corporate emphasis on retaining its property asset base, bringing buildings up to standard wherever possible rather than just letting them go. The Committee's concern was that these community assets will never be regained once they have been relinquished. The Committee was advised that where there is potential to rent out buildings then that will be looked at, to see if revenue streams can be generated. There will be a building by building option appraisal, looking at the options for marketing or redeveloping sites or at options for working collaboratively to add value to properties.

The Chairperson thanked Councillor Hinchey, the Director and officers for their presentation and for answering questions from Members.

AGREED - That the Chairperson, on behalf of the Committee, writes to the Cabinet Member highlighting the following issues:

Given that the Committee has waited for eighteen months to scrutinise a draft Property Strategy and experienced numerous delays, Members were disappointed by the content of what was eventually presented to them. The Committee therefore welcomed the Director for Economic Development's comment that this was still a draft which could be amended. Whilst noting officers' comments that the Strategy was intended to be 'high-level' and that much work has gone on behind the scenes, Members had anticipated that far more detail would be included in the Strategy, particularly in terms of the Council's direction of travel in managing its estate. The Committee noted that clear intentions have been set in terms of reducing the operational estate, but feel that this was lacking in other areas. The Strategy gives the impression of being an

'interim' document which provides little new information and leaves much still to be determined.

It is evident that several pieces of work which could inform and set out the Council's strategy have not yet been completed. The Committee was informed at the meeting that the consultant-led review of the investment estate has not yet been completed. The Committee would like to scrutinise the results and any subsequent recommendations before they go to the Cabinet for decision. The Committee would therefore be grateful if the Cabinet Member would give a firm date for its availability so that the Committee can accommodate it into its work programme while keeping agenda lengths reasonable. The Committee further noted that work is still ongoing in the development of a multi-purpose arena, as well as the Director for Economic Development's comment that his advice that an alternative for County Hall should be sought is still applicable. As a detailed business case is being developed, The Committee asks that Scrutiny is fully engaged via pre-decision consideration of any proposals. The proposed annual Corporate Asset Management Plan is something which the Committee will consider in future work programming discussions. The Committee was also informed that the Schools Review will report in December, and has referred this to the Children and Young People Scrutiny Committee.

There were some positives in the draft Strategy, such as the aim to improve partnership working in the management of the estate, which this Committee has previously recommended. However, when the Committee has considered property issues in the last two years Members have made clear that they recommend a firm statement of the Council's intention to use its estate for social, community and economic advantage, as well as for short-term financial gain. The Committee does not feel that this has been given sufficient attention. Members were also concerned that a long-term vision has not been established to guide the irrevocable decisions around property disposals which are soon to be made. Although there are evident budget pressures, Members were concerned that short-term financial gain may be placed above the longer-term community value of our estate. The Committee recommend that the draft Strategy is amended to give clear priority to the community benefits of the estate and clear political steer for the long-term approach to rationalisation.

The Committee has also previously recommended that comparative and benchmarking data should be incorporated. Although these aspects are referred to in the draft Strategy, the Committee had expected more detailed information to have been compiled by now. Likewise, the Committee has emphasised the need for transparency and appropriate engagement with local Ward Members as disposals are progressed. The Committee does not believe that the reference contained in the Strategy to Member Engagement sets out a sufficiently robust engagement process. The Committee recommends that both of these issues are addressed in the final document.

Finally, on a governance note, Members queried the 'confidential' papers which were referred to in the draft Cabinet cover report presented. The Committee would be grateful if these could be circulated to the Committee in order to support future scrutiny of these issues. The Committee also recommends that the draft Cabinet report is corrected to set out the justification for any exemption from publication. Members were disappointed that the Committee itself did not have access to this supplementary information.

### 39: CARDIFF DEBATE

The Chairperson welcomed Councillor Phil Bale, Leader of the City of Cardiff Council and Cabinet Member for Economic Development & Partnerships, Sarah McGill, Director of Communities, Housing & Customer Services and Rachel Jones, Operational Manager, Partnerships & Citizen Focus.

On 15 May 2014, the Council established the 'Cardiff Debate' on local public service delivery, a "three year programme of engagement and collaboration between public, private and third sector organisations and, most importantly, citizens and communities in Cardiff". This item gave the Committee an opportunity to consider the methodology and interim results of the Cardiff Debate.

The Chairperson invited Councillor Bale to make a statement and he advised the Committee that in April 2014 he had tasked officers to develop an engagement process. The Council needs to take a fresh look at how it engages with the city's communities, especially in the face of the cuts to services that may have to be made and the changes in the ways services are delivered. The level of participation in events that have been held so far is encouraging.

The Operational Manager gave a presentation in which information on the following was included:

- Methods of engagement – neighbourhood events, drop-in workshops and online engagement and social media surveys.
- Results to Date, including local variations.
- Feedback Received
- Next Steps

The Committee asked whether the Council is receiving any funding towards the Cardiff Debate from its partner organisations and was advised that the Council has funded the Debate and that staff from partner agencies have participated in events. The Council is in discussion with its partners to encourage more joint working on consultation and engagement. The Communications budget has fallen in recent years so partnership working on consultation is very cost effective.

The Committee was concerned that people may have been led to believe that they will receive individual responses regarding the issues they raised via the Cardiff Debate and pointed out that to do so would be very costly in terms of officer time. The Committee was advised that the resources are not available to provide individual responses but the aim is to capture the themes that are raised by the Debate and include these in the feedback that is given to citizens.

The Committee asked whether consideration had been given to using an external polling organisation to carry out this exercise and was informed that this had not been considered. The aim was not to carry out a scientific analysis it was to begin a process, to get an idea of the methods of engagement that are effective, to get a snapshot of opinion and then to use that information along with information that has been collected in other ways. The next step is a more detailed discussion between the Council, citizens and other partners and the Debate will help to facilitate that.

The Committee asked whether there is a protected budget line for the Debate and was informed that there is no budget line for the Debate.

The Chairperson thanked Councillor Bale, the Director and officers for attending the meeting, for their presentation and for answering questions from Members.

AGREED - That the Chairperson, on behalf of the Committee, writes to the Leader highlighting the following issues:

When considering recent budget consultations, the Committee had emphasised that there was a need for much more effective engagement than can be offered by short-term web-based surveys. There has been a distinct need to make the Council's engagement more meaningful and accessible. Members recognise that the Cardiff Debate represents a significant step forward from previous consultation, particularly that around budget proposals. The Committee's own work on public engagement highlighted that it is typically most effective to involve communities by going out to them and by 'piggy backing' on existing community events, rather than by expecting communities to come to the Council with their views. Some Committee Members commended the Debate in terms of how approachable and useful people in their own wards had found the events they attended.

The Committee discussed the inherent difficulties and merits of consulting effectively with the public. The Committee recognises that public engagement is something which few bodies have truly mastered, but Members were largely in agreement that it is nevertheless something which the Council must attempt to do, both to inform the public about the hard budget choices we have to make and to gauge how citizens would prioritise expenditure in more restricted circumstances. Closing the feedback loop is also essential to ensure that the public does not become cynical, believing that their views are given to little or no effect. The

Committee recognises that this may have resource implications, but believe that it is important that citizens can trust that their views are taken into account. The Committee recommends that further thought is given to how this can be achieved.

The Committee welcomed the Leader's openness to accepting suggestions for improvements to the future of the programme. There were a number of areas which Members believe must be addressed in the next two years of the programme. Several Members feel that the categories which people were asked to prioritise did not give a rounded picture of Council services. Members also feel that if, as officers informed the Committee, the categories were intended to be useful for prioritisation in a partnership context, then they were also not appropriate for this purpose. 'Health Services' as a grouping would not seem to provide Health partners with much valuable data in terms of prioritising their resources, for example. The Committee recommends that these categories are re-thought in any future rounds of engagement.

It was clear from officers' evidence, and from Members own reading of the Cardiff Debate feedback report, that the results of the engagement are very much snapshots of current opinion. Some were clearly coloured by the events upon which they piggy-backed and quite different results may have been obtained in other contexts. The Committee recommends that activity is repeated in order to provide a more reliable result.

In terms of the ward-specific analyses of public priorities, Members feel that the results cannot give an accurate picture of any ward's concerns given that the addresses of those who voted were not recorded and it cannot be guaranteed that views can be attributed to the residents of any particular ward. Members were also concerned that some of the analysis of the results was more subjective than scientific. This was particularly evident in the narrative evaluation of the rates of satisfaction with services that are provided by the Council, as Members raised during the meeting. Issues such as these made Members question how far the results can be relied upon in future decision making. The Committee was therefore reassured to hear from the Director for Communities that should specific proposals to cut services come forward, these will be fully consulted upon.

#### 40: ORGANISATIONAL DEVELOPMENT – STRATEGIC COMMISSIONING AND SERVICE REVIEWS

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance, Christine Salter, Corporate Director, Resources, Martin Hamilton, Chief Officer, Change & Improvement and Steve Robinson, Operational Manager, Commissioning & Procurement.

This purpose of this report was to give the Committee an opportunity to scrutinise the Strategic Commissioning Programme six months after it was established under the Organisational Development Programme.

The Operational Manager gave a presentation, following which the Chair invited questions from the Committee.

The Committee asked for further explanation on timebanking. The Committee was informed that timebanking is a way of rewarding volunteers, with the time they give up and the skills they contribute becoming a kind of currency that they can use for other things. In Cardiff, timebanking credits can, for instance, be exchanged for tickets arts venues and sporting events. The challenge for the Council is to find ways to encourage and support the enthusiasm of volunteers.

The Committee enquired whether the Council has a target for the number of Community Asset Transfers that it would like to see. The Committee was informed that these transfers are a way in which communities can be engaged in taking ownership of services and buildings and the Council expects that there will be more enthusiasm for this in some areas than in others. At the moment it is not possible to say how many transfers there might be but it is important to start the consultation process. The commissioning process offers a way of providing a better support mechanism for these transfers.

The Committee pointed out that there have been considerable and unacceptable delays when people have come forward and offered to run buildings, and urged that a speedier process for transfers is found. The Committee was advised that a Community Asset Transfer toolkit is being put together to make the process less complicated. Once interest has been shown, the various elements of the Council – Legal, Property, etc – should be pulled together to make sure that the transfer is made as quickly as possible. The Committee was interested to know whether the necessary changes can be made within the required timescales, and whether the Council has the necessary expertise to enable communities to become involved in this way. Members of the community are willing but might need training, and Council employees may also need to have their skills updated. It will also be important that there is a culture of openness and candour in the Council, or potentially good ideas may be lost if members of staff feel unable to put forward their ideas and views. Officers were concerned that the Committee should not have the impression that the Council is an organisation in which members of staff are reluctant to make suggestions and contribute their ideas. If that was once the case, there is now a new culture, supported by the Council's values and by training that managers will receive through the Cardiff Managers Programme. The protocol on how managers work with staff has been refreshed. The values and vision of the Council are now better and more professional, and it is understood that there are benefits to be gained from properly engaging with staff.

The Committee asked whether the Council's current approach to commissioning has been tested against the concerns that were raised in the Peer Review. The Committee was advised that the criticism was that the Council's service delivery models were relatively traditional and could be improved. The Peer Review found that there was no consistent framework for identifying how services could use different delivery models.



In relation the checks and balances, the Committee asked how often the local authority meets with the Wales Audit Office to make sure that the Council is moving in the right direction. The Committee was advised that meetings take place monthly, and that there is a new WAO team who are to meet the Committee.

The Chairperson thanked Councillor Hinchey and the Director for attending the meeting, for their presentation and for answering questions from Members.

AGREED - That the Chairperson, on behalf of the Committee, writes to the Cabinet Member highlighting the following issues:

The Committee noted the clear statement that this is very much about commissioning rather than procurement, as well as the shift towards co-production. The Committee welcomes the outward-looking stance which has been taken, with officers aiming to learn from experiences elsewhere in developing Cardiff's approach. The Committee thinks that more concrete examples of what has and hasn't worked for other local authorities, particularly the Core Cities and other relevant comparators, would be useful and asks that these are investigated and that knowledge shared.

It was clear that the capacity to handle the shifting approach within the Commissioning and Procurement team is strained. The Committee has previously recommended that the Council builds a team to provide support and capacity-building for communities as more and more services move towards alternative delivery methods. This could include legal, economic development, commissioning and neighbourhood officers. Members are concerned that where the most appropriate way forward for a service seems to be delivery within communities rather than by the Council, communities may be unprepared to deal with the inevitable challenges involved in doing so. This could lead to gaps in service provision or ongoing budget pressures for the Council. The Committee recommends that this is addressed as soon as possible. Members also noted that the Service Review toolkit has to date largely been developed within the Commissioning and Procurement team and recommend that this work should in future be pursued as part of the wider service planning framework and within the Change & Improvement function, as this would seem to be a more appropriate setting for it.

Internal capacity to manage within the change process, as well as develop new ideas for service delivery, is also needed. Members discussed the new Council values which have been introduced when the Chief Executive kindly joined the discussion. The Committee hopes that the Chief Officer for Change & Improvement's assessment is accurate and that Council staff are not concerned about speaking out where changes are needed. The Committee noted that the Cardiff Manager Programme is commencing and is aimed at developing the skills of managers at Grades 8, 9, and 10. The Committee would recommend

that the programme is extended below these grades to all line-managers or supervisors.

Members discussed the Community Asset Transfer process and noted officers' comment that a revised toolkit is under development. The Committee would be grateful for confirmation of the timescale for producing this, given that budget pressures may lead the Council to seek to transfer an increasing number of assets. Members are concerned that the current process may be too cumbersome.

Finally Members were very interested in the discussion of John Hallett's work with time-banking, and would like to have a briefing on this in the future. The Committee may seek to schedule this into its consideration of social inclusion later in the year.

#### 41: PERFORMANCE REPORT 2014/15 QUARTER 2 AND CHALLENGE GROUP UPDATE

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance, Paul Orders, Chief Executive, Christine Salter, Corporate Director, Resources, and Martin Hamilton, Chief Officer, Change & Improvement.

The purpose of this report was to present the City of Cardiff Council's performance report for Quarter 2 (July to September) of 2014/15 prior to its consideration by the Cabinet in November 2014 and to provide an update on the work and recommendations of the Challenge Forum, which has been established to provide advice on all aspects of the change and improvement process.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey informed the Committee that some good progress has been made in some areas but there are concerns about others, such as Social Care and Children's Services, which has received some extra resources on a temporary basis in order to reduce the caseloads of social workers, a measure which has brought some improvement.

The Chief Officer gave a presentation, during which the Committee was briefed on the performance highlights across Quarter 2 in the following areas:

- Sickness Absence (Council Wide) - the target of 9 of working days/shifts per full-time equivalent (FTE) employee is unlikely to be reached and the forecast is that the sickness absence rate will be 10.6 FTE days. The issue is continuing to be addressed by ensuring that managers carry out return to work interviews and effectively manage sickness absence triggers.
- Freedom of Information (FOI) requests - the overall response time has dipped to about 71% during Quarter 2. This is under analysis and is

thought to have been caused by staff shortages during the summer, when people have taken annual leave. Managers have been told that they must have procedures in place for times when there are staff shortages.

- Housing - delays in securing a roofing contractor has resulted in no delivery taking place against the target of 140 roof replacements but an improvement plan is in place.
- Health and Social Care - the targets for two out of eleven performance indicators will not be met. There is a large overspend and problems regarding ass and delayed transfers of care (DTCs).
- Children's Services - a big issue has been social worker caseloads. High caseloads can lead the service into a negative spiral, which affects practice, sickness absence rates and turnover of staff. A generic social work team has been used to reduce caseloads and close cases where appropriate. There has also been a big focus on recruitment. The service now uses fewer agency social workers and this improves the stability of the service. There are promising signs of improvement in the service, although the Director of Children's Services has warned that this improvement is fragile.
- Corporate Resources – this Directorate is helping the Council as a whole to manage a balanced budget. At service specific level, a new system has been introduced to improve vehicle fleet management.
- Environment – there has been a big increase in the number of missed refuse collections. This is a consequence of how the service has been managing the implementation of the thirty-six hour week for employees (reduced from thirty-seven hours as part of the Workforce Package introduced in August 2014) and has led to an increase in the number of complaints made to the Council.

The Chair invited questions from the Committee.

The Committee asked why targets for the use of agency staff and overtime have not been set. The Committee was informed that the intention is to develop a culture in which this use is the result of conscious management decisions, rather than being something that is allowed to drift. It would be easier to set targets for some services than it would be for others. Regarding overtime, the control mechanism for that is the directorates' establishment budget, and there may be times when more has to be spent on overtime.

The Committee asked the Chief Executive what his three main concerns would be and he responded that they would be as follows:

- The in-year financial position, partly because it reveals the degree of financial pressure that is impacting on services.

- Social Care, as in relation to this there is a major issue on how the Council manages demand for services.
- Sickness Absence, an area in which although there has been some good progress there are now signs that a plateau may have been reached. This indicates the need to strongly reinforce to managers the need for compliance with the policy and to ensure that there are no missed trigger points.

Regarding Children's Services, the Chief Executive informed the Committee that the past six months has been about stabilising the service. If pressures return once the generic social work team has finished its work, it will mean that the service will have to look at the management of referrals from other agencies.

With regard to the Challenge Forum, the Chief Executive informed the Committee that over the past six months there have been considerable efforts to improve performance management with the Council. There are regular challenge sessions with the management team and rigorous analysis of performance data. Where there has been that level of focus, there have also been improvements. The challenge is to get that degree of focus across the whole Council. The Chief Executive holds monthly sessions with the Directors of Education, Health and Social Care and Children's Services, at which budgets and issues such as sickness absence are discussed. These sessions are to be widened, to include Environment and Strategic Planning. The aim is to introduce a greater degree of challenge across the whole organisation.

The Committee asked whether it might be possible for the political group leaders to have more involvement in the Challenge Forum. The Committee was advised that the Leader has instituted regular meetings with the opposition leaders and this will provide a mechanism for updating them.

The Committee pointed out that although it is made aware of the targets that have been set it is difficult for Members to know how hard it is to meet these targets. The Committee asked for further explanation on how targets are set and how challenging they are. The Committee was advised that proposed targets will go through the directorate challenge process and will be discussed with the relevant Cabinet Member. Directorate delivery plans will also be seen by scrutiny committees and targets can be tested and challenged as part of the scrutiny process.

The Committee asked for more information on what is being done regarding benchmarking. The Committee was advised that the real benefits of benchmarking can be derived by developing a relationship with other local authorities, to get beneath the benchmarking data in order to identify and resolve problems in service delivery. An audit was carried out in order to provide data on the number of children being referred to Children's Services. The data was then compared to similar data from Leeds, which is a much bigger city, and it was found that Leeds has a lower number of referrals. It is

thought that this is due to the different referring practices of partner agencies in each of the cities and some further work has to be done on this to see if the number of referrals being made in Cardiff can be reduced.

Regarding the Members' Enquiry Line, the Committee noted that only 73% of enquiries were responded to within ten days and commented that this needs to be improved.

The Chairperson thanked Councillor Hinchey, the Chief Executive, the Director and the Chief Officer for attending the meeting, for their presentation and for answering questions from Members.

AGREED - That the Chairperson, on behalf of the Committee, writes to the Cabinet Member highlighting the following issues:

The Committee noted the Cabinet Member's comment that there has been some positive progress in Quarter 2 of this financial year, albeit that the budget position remains of significant concern. The Committee noted the areas highlighted by the Chief Executive: the financial position; the management of demand in Health and Social Care; sickness absence; and pressures in Children Services. The Committee has scheduled a more detailed consideration of the budget monitoring position once the full Month 6 report is released, so will scrutinise this in more depth than, as will the other Scrutiny Committees according to their terms of reference. The Chief Officer for Change & Improvement provided an additional report setting out some of the key performance issues facing the Council which may not have been immediately evident from the performance report itself. As many fell outside this Committee's remit, the Committee has referred this document to the other Committees to support their detailed consideration of performance.

Members had a number of comments about the Corporate Overview section. The Committee welcomed the inclusion of details regarding the outcome agreement, as well as the risk information added in Quarter 1 (albeit that the risk ratings seemed to be absent from this report). There are some sections where the information available has reduced, however, and the Committee would recommend that it is reinstated. This includes data around overtime and agency budgets and expenditure. The Committee has also requested on several occasions that the customer point of view is built into the report. The Committee do not feel that this has been addressed and recommend that it is by Quarter 3. Similarly, in response to Members comments regarding the Members Enquiry line during the scrutiny of the 2013/14 quarter 4 performance report, you agreed to add commentary from Quarter 2 onwards to explain the deficiencies in this data. As this was not done, the Committee recommends that this is addressed in the Quarter 3 report.

Members have queried the credibility of the target-setting approach previously and discussed it again at this meeting. The Committee noted the Chief Officer's assertion that this is being addressed through the

corporate and service planning approach. The Committee is fully aware that a 'stretched' target during a time of budget pressures may be one that remains at the same level as previous periods. This area may be one which the Committee's Performance Panel explores in more depth.

Both the Cabinet Member and the Chief Executive have emphasised the importance of Personal Performance Development Reviews. While it is encouraging that compliance is increasing, Members have heard for several quarters that 'dip testing' of the quality of PPDRs is underway, but have yet to hear the outcome of this. The Committee would appreciate further detail.

The Committee has not yet received a response to its 10 September 2014 letter regarding Quarter 1 performance, in which it asked whether it would be possible for Members of the Committee to attend the 'star chamber' challenge sessions in order to reassure themselves that the challenge process is effective. The Committee would like to reiterate this request now. Some Members have also expressed an interest in attending the Challenge Forum sessions. The Committee would appreciate the Cabinet Member's response.

Finally, the Committee was informed that a 'public facing' version of the performance report is under development (during its consideration of the 2013/14 outturn) and would like an update on progress.

#### 42: CORRESPONDENCE – INFORMATION REPORT

The Committee received copies of correspondence sent and received in relation to matters previously scrutinised by this Committee.

AGREED - That the correspondence report and attached documentation be noted.

#### 43: DATE OF NEXT MEETING

It was noted that the next Committee meeting will be held on 2 December 2014 in Committee Room 4 at 4.30pm.

The meeting closed at 7.40pm.