

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

7 JUNE 2016

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Murphy, Thomas, Walker and Sanders

### 1 : APPOINTMENT OF CHAIRPERSON

The Committee was advised that at the Full Council meeting on 26 May 2016 Councillor Nigel Howells was appointed as Chairperson of the Committee.

### 2 : TERMS OF REFERENCE

The Committee noted the following Terms of Reference:

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
- To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-government bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance and service delivery in this area.

### 3 : MEMBERSHIP

The Committee noted that the Full Council meeting held on 26 May 2016 appointed the following membership:

Councillors Hunt, Murphy, Sanders, Huw Thomas and Walker.  
There were currently 3 vacancies.

The Chairperson welcomed the returning and existing members to the start of the 2016/17 municipal year.

Councillor Walker re-joins the Committee following a year in office as Lord Mayor.

The Chairperson thanked Councillor Rod McKerlich for his contribution to the Committee in 2015/16.

#### 4 : APOLOGIES FOR ABSENCE

None

#### 5 : DECLARATION OF INTEREST

The Chairperson advised Members that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

#### 6 : MINUTES

The Minutes of the meeting held on 10 May 2016 were agreed as a correct record.

#### 7 : ORGANISATIONAL DEVELOPMENT PROGRAMME - PROGRESS UPDATE

The Chairperson welcomed the following to the meeting:

- Councillor Phil Bale, Leader
- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance
- Paul Orders, Chief Executive
- Christine Salter, Corporate Director, Resources
- Joseph Reay, Head of Performance & Partnerships
- Dean Thomas, Operational Manager, Organisational Development
- Andrew Gregory, Director City Operations
- Sarah McGill, Director Communities and Housing
- Helen Jones, Head of Estates

The Chairperson advised Members that they had an opportunity to consider progress since July last year, when they last considered the Organisational Development Programme and to enquire as to the Council's plans for maintaining the momentum of the Programme, prior to a refresh report planned for Cabinet in the near future. This presented an opportunity to evaluate how well the Programme captures the proposals for improvement that were contained within the WAO Follow On report published in February 2016.

The Chairperson invited Councillor Bale to make a statement.

Councillor Bale explained this was a 3 year comprehensive programme which had contributed to and supported performance in the Council. The intention was to build and develop on progress to date, Developing and promoting culture change in the organisation, to enhance the digitalisation agenda and improve the quality of service.

Councillor Hinchey emphasised to the Committee this was a significant 3 year programme designed to support and build on the recommendations from the WAO Follow On report. Improved arrangements were now in place to address long standing issues and support development across the organisation. Key success was recorded for 2015/16 with Council assets being utilised using alternate mechanisms. The People Programme was on-going with Programme Boards being established to support this.

The Committee received a presentation from Dean Thomas which provided information on the Organisational Development Programme to date.

The Chairperson thanked Officers for the information provided and invited the Committee to ask questions.

The Committee was keen to see what targets had been achieved for the Assets & Property portfolio. In response the Officers drew attention to the achievements set out in the report. For 2016/17 targets would be developed through the master scheme and reported back at the end of the year.

Members of the Committee drew attention to the OD Programme enablers supporting improvement and asked how these linked into the Corporate Plan and What Matters Agenda and how these supported the outcomes.

The Chief Executive explained the Corporate Plan objectives supported service improvement in the organisation, including Assets & Targets and Health & Social Care. The Corporate Plan identified explicit objectives and outcomes.

The Committee was advised of the dynamics of the Public Services Board, a partnership led board which strengthened linkages between partners. This programme was an opportunity to drive forward partnership development and innovation between organisations.

Members of the Committee drew attention to levels of performance and asked if these targets were being achieved and if so maintained.

The Committee was informed that to date there was scope for significant improvement in relation to performance indicators as inconsistency across the board had been identified. It was acknowledged that criticism had been received from the outcome of the Wales Audit Office report, in respect of the inconsistency across the organisation of performance management.

The Committee was concerned that the ethos of performance culture was not being cascaded through the organisation, with performance practices to date recorded as slow.

Members of the Committee were reminded of the serious issues faced by the Council identified by the Wales Audit Office. Key Statutory services had been identified as underachieving and therefore measures were being developed to support improvement. A Corporate oversight was required in certain areas, with a programme in place to generate new income streams.

Councillor Hinchey explained that improvement was being identified throughout the organisation. Development was moving in the right direction with on-going projects taking place; ADM Culture and Arts programmes, an active Infrastructure Programme and the establishment of a Local Authority Trading Company (LATC). Good examples could be seen across the Council with accelerated partnership work and closer relationships with the Trade Unions.

It was noted that in 2014 the Wales Audit Office report contained criticism of the Council's performance issues. One of the recommendations made by the Wales

Audit Office was that of publishing an Organisational Development Plan to address the concerns raised during the WAO inspection. This was seen as a basis to move forward and implement the OD Programme. It was recognised there was scope for improvement, however, progress could be seen in parts of the organisation.

Members of the Committee were keen to be provided with a report on development alone, as the current report was slightly repetitive. In response the Officers assured Committee that when reporting on the next Quarter a clearer statement on performance overall would be provided.

The Committee noted that some of the data provided was historical and therefore one of the way forward mechanisms was to move away from the current terminology being used.

Members of the Committee were provided with information on the current position of the Cultural and Leisure ADM. The Council had benchmarked against a different model to measure its in-house provision. The Service Area was going through the process and a report would be taken to Cabinet in July 2016.

The Committee asked how the Performance and Governance Programme was performing to date. In response Officers explained that Performance Management accountability processes were improving. An overall Organisational Development Programme efficiency review would take place in 2017.

Members of the Committee were keen to establish what differences would be evident in 6 months time. In response Officers advised that there would be changes to how the Council evaluated performance data, along with the development of procedures to support Members in their roles and further dialogue with Scrutiny Chairs to address the issues raised in the Scrutiny Response to the Wales Audit Office report.

The Committee was advised of the dynamics and input of both the Star Chamber and Challenge Forum. It was agreed that Minutes and Action Points from these forums be made available to Members.

**RESOLVED:** At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

## 8 : QUARTER 4 PERFORMANCE 2015/16

The Chairperson advised Members that performance reports were made available to the Committee quarterly and Members had decided this year that all consideration of Performance would be undertaken at full Committee. The Chairperson reminded Members that this Committee was responsible for overarching consideration of the Council's corporate wide performance. The central role was to monitor whether the Council had effective performance management arrangements in place and to monitor corporate performance generally. The Committee also had a specific

performance monitoring responsibility for services such as Resources, ICT, HR, Governance, Legal and Property Services.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey explained targets had been set to support continuous improvement. The intention was to drive down the Sickness Absence levels which were already improving. The PPDR compliance figure was 90% against a figure of 54% from the previous year. Council Tax collection figures were on target, along with land charge totals. A new Discipline Policy was being introduced and this would support the Employee Programme.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to the summary of key issues from the Corporate Overview and asked why 12% of the Performance Indicator results were currently unavailable. In response Councillor Hinchey explained that PPDR/Sickness Absence information was unavailable for Schools even though the process was being retained.

The Committee noted that RAG status on the City Operations line was green and asked for further clarification on the managed data and the actions to support this.

Councillor Hinchey explained that a dedicated additional resource from Human Resources had been provided to Waste Management to support the service.

The Committee noted that in some Departments Sickness Absence was higher especially in areas where staff experienced vulnerable working conditions which led to challenging sickness issues. Employee support networks were available within the Council's Counselling Service and the additional Employee Assistance Programme provided a 24 hour service.

Members of the Committee were concerned that progress against actions in the Corporate Plan 2015/16 included 25% Amber status. In response Officers explained that in relation to the RAG ratings some performance indicators would always have Amber status, this was as a result of numerical tolerance levels.

The Committee drew attention to the progress against relevant performance indicators and asked why 8% were not appropriate for target setting. In response the Officers advised the targets were set on the baseline and the overall process would be analysed going forward.

The Committee acknowledged that improvements could be identified in some areas and it was dependent on the respective departments. Quality of conversation was essential to support improvement along with the overall working dynamics of the department. The Performance Development Framework was vital for the organisation going forward with the focus on objectives.

Members of the Committee explained that in some organisations line managers undertook more regular one to one meetings with employees, which helped to improve sickness absence. Return to work conversations were vital to support employees in their working environments.

The Committee asked for clarification on the following:

“The Waste restricting project continues to yield increased recycling tonnages. At the time of writing, performance in relation to recycling against statutory target was still to be confirmed.”

Officers advised Members of the Committee that the final target for recycling services had not been included as a result of the National Target final figure not yet being available.

The Committee discussed the Key Performance Indicator data for Educational Attainment, noting the indicators that were RAG status red.

Members of the Committee requested information on the reporting of key performance indicator data for fly tipping as its current RAG status was reported as green, which wasn't a true reflection in some wards. Further, Members enquired if it would be possible to provide this information on a ward basis.

The Committee was informed that these key performance indicators in relation to Waste Management issues were being held back as they were tied into the National Targets. The current information was only a partial picture and further evidence would be provided when the National Targets were released. The Performance Indicators provided an holistic picture and a triangulation of information was required to understand the correct picture of performance.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and to set out the comments made by Members (letter attached)

## 9 : EMPLOYEE HEALTH & WELLBEING STRATEGY 2016-19

The Chairperson welcomed the following witnesses:

- Lynne David, Operational Manager, Centre of Expertise
- Sian Coleman, Organisational Development Specialist

The Chairperson advised the Committee that this item gave Members the chance to undertake pre-decision scrutiny of the draft Employee Health & Wellbeing Strategy 2016-19 prior to consideration by the Cabinet on 16 June 2016. The Strategy had evolved as a consequence of the Council's Workforce Strategy 2015-18, was underpinned by the Council's vision and values, and aligned to the Corporate Plan and Organisational Development Programme.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey explained five projects were contained under the Workforce Strategy, which highlighted the multiple core of support available to employees.

The Committee received a presentation which outlined the Strategy.

The Chairperson invited the Committee to ask questions.

Members of the Committee were concerned with the processes in place to identify employee stress and anxiety issues. In response Officers assured the Committee that procedures were in place to deal with employee stress related issues and a pilot stress awareness course was available for staff.

The Committee drew attention to the changes being made in relation to treating Mental Health issues. It was essential to remove the stigma attached to this issue and provide employees with the necessary support if required.

The Committee discussed Health & Safety at work and noted there were 2 Council Health & Safety Officers on the project group. A downward trend had been recorded against accidents and this had been reported to the group.

Members of the Committee drew attention to the specific definition of Physical and Mental Wellbeing. This seemed to be a medical model more than a social model and illness avoidance should not be targeted.

The Committee noted the Strategy could be accessed by Schools based staff. However, Schools complied with the Healthy School's Initiative rather than the Employee Health & Wellbeing Strategy...

Staff training was being developed through the Cardiff Academy, with the development of a Project team and Project Chair. There was also scope for partnership involvement.

The Committee noted the Strategy would return to the Committee for consideration with updated indicators and the Resolution Policy. The Employee Assistance Programme statistics would also be provided to the Committee for information.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

10 : COMMITTEE BUSINESS

The Committee noted the Correspondence Information report.

11 : DATE OF NEXT MEETING

5 July 2016