

**CABINET MEETING: 16 JUNE 2016**

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**EMPLOYEE HEALTH & WELLBEING STRATEGY**

**REPORT OF CORPORATE DIRECTOR (RESOURCES)**

**AGENDA ITEM: 8**

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**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR  
GRAHAM HINCHEY)**

**Reason for this Report**

1. The need for an Employee Health & Wellbeing Strategy has been identified as a priority via a number of sources including the Employee Survey and the commitment made by Cabinet in July 2015, as part of a review of the Attendance & Wellbeing Policy. Feedback from APSE as part of that review also suggested the need for a strategy. This report outlines the proposed Employee Health & Wellbeing Strategy for the Council, which is attached as Appendix 1.

**Background**

2. The Council's Workforce Strategy 2015-18 and Employee Charter were agreed by Cabinet in April 2015. The focus of these documents was to set out a general direction of travel in terms of a range of workforce issues so that employees could better understand the organisation's challenges and priorities, and recognise the importance and value of their contribution and involvement.
3. Aligned to the Corporate Plan and the Organisational Development Programme, the Workforce Strategy and Employee Charter are also underpinned by the Council's vision, together with its values of Open, Fair and Together.
4. The key workforce issues highlighted in the Workforce Strategy included:
  - Workforce Planning – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow.
  - Performance Management – strengthening the link between the contribution of employees (including behaviours) and the delivery of Council priorities.
  - Employee Voice – creating a positive and enabling culture to ensure that the “employee voice” (views, suggestions) is listened to and acted upon.

- Trade Union Partnership – recognition of the importance of maintaining positive relationships with trade unions and employees.
  - Learning & Development – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council.
  - Health & Wellbeing – developing an approach which ensures the health & wellbeing of employees is maintained.
  - Employee Charter – a statement setting out what the mutual expectations are between the Council, managers and employees.
5. The Employee Charter sets out the mutual perceptions and obligations between the Council, managers and employees within a framework that helps focus expectations and promotes positive relationships and good employment practice as a necessary part of achieving the Council's vision, values and priorities. A general understanding of the Employee Charter formed part of the objective setting process for 2015/16 Personal Performance & Development Review (PPDR) process for all employees.
  6. In recognition of the need to further embed the Workforce Strategy and Employee Charter across the organisation, a new Workforce Strategy Programme was set up in January 2016 under the Enabling & Commissioning Services Portfolio. The broad aim of this programme is to deliver outcomes for and with employees, within a culture that supports a flexible, skilled, engaged and diverse workforce.
  7. There are 5 projects underway within this programme (with identified Senior Management Team Leads) and whilst all have a particular focus, they are interrelated with each other as well as linkages with other Organisational Development Programme (ODP) projects. The projects within the Workforce Strategy Programme also emerged as priorities from the Council's Employee Survey findings and they are as follows:
    - Learning & Development (SMT Lead – Andrew Gregory)
    - Health & Wellbeing (SMT Lead – Christine Salter)
    - Performance Management (SMT Lead – Sarah McGill)
    - Employee Voice (SMT Lead – Paul Orders)
    - Workforce Planning (whilst this did not emerge from the Employee Survey, it is an organisational priority as confirmed by the Wales Audit Office Corporate Assessment Follow On report and the Council's agreed Statement of Action)

### **Health & Wellbeing Project**

8. The overall aim of the Health & Wellbeing Project, led by Christine Salter, is to agree the direction and overview of the development of initiatives and policies to help improve and maintain the health & wellbeing of employees across the Council.
9. There are 4 areas of activity being progressed at present, including:

- Employee Health & Wellbeing Strategy – this provides an overarching framework within which the health & wellbeing of employees will be progressed.
- Corporate Health Standard – this is a national quality framework and award funded as part of Welsh Government’s Healthy Working Wales programme for employers to improve health & wellbeing in the workplace.
- Specific support initiatives: Time to Change Wales – a Welsh Government funded initiative to help tackle mental health stigma and discrimination in the workplace by adoption of an action plan and formal signing of pledge as a commitment to staff for action.
- Employment policy review/update activity emerging: a number of policies/guidance notes are emerging as needing to be updated or developed to align with the health & wellbeing agenda/ODP and better support staff.

### **Employee Health & Wellbeing Strategy**

10. The Council is facing a significant period of organisational change in terms of overall structure and size in addition to consideration of what services will be delivered in future and the mechanism through which delivery will be achieved. Change is recognised in the HSE Stress Management Standard as a potential negative factor in employee wellbeing. Change impacts employees in different ways and in some cases can have an adverse effect on employee health & wellbeing which could result in increased levels of sickness absence. Whilst the focus on reducing and managing sickness absence remains important, a growing number of organisations are taking a more holistic approach to the issue and have put in place health & wellbeing strategies designed to look at the broader issue of seeking to prevent employees from becoming unwell as far as is practicable.
11. It is also recognised that employees are key to the delivery of our vision for Cardiff and have an impact on our residents’ experience of the Council. When employees are healthy, motivated and have a sense of wellbeing, then the experience and outcomes for our residents improves. As a large proportion of the Council’s employees are also residents of the city, improving the health & wellbeing of employees will also support improvements in health & wellbeing across the city.
12. The three year Employee Health & Wellbeing Strategy (attached as Appendix 1) provides a broad framework to help improve the health & wellbeing of our employees and has been subject to consultation with a number of stakeholder groups including the Policy Review and Performance Scrutiny Committee, Trade Unions, Equality Networks and Directorate representatives. It will be subject to annual review by the Health & Wellbeing Project Team and modified to reflect progress, measure impact and identify future activities for inclusion. The views of the Policy Review and Performance Scrutiny Committee on the proposed Employee Health & Wellbeing Strategy were sought at their meeting on 7 June 2016. The response from the Chair on behalf of the Committee is attached as Appendix 2

13. In addition to providing an overview and outlining the objectives to be achieved, the strategy also defines what we mean by health & wellbeing and provides some clarification as to why it is important. This includes the fact that health & wellbeing was identified as a corporate commitment for the organisation following feedback from the 2015 Employee Survey. Further, a commitment to health & wellbeing is a key theme within the workforce strategy and it contributes to the Council's corporate plan priority of "people in Cardiff are healthy" as many of our staff are also Cardiff residents.
14. The potential benefits for the organisation, employees and citizens of implementing a Health & Wellbeing Strategy are also included along with identification of respective roles and responsibilities for progressing the actions required. It will be important that we measure the effectiveness and/or impact of the strategy so a number of measures to be used have been identified although they can also be amended over the life of the strategy. An important consideration is that the Council already has in place a number of policies, procedures and initiatives available to support staff and it will be important that individuals are more aware of what is already exists and how they can access.
15. There are a range of actions proposed for 2016/17 in order to help further provide opportunities for employees to manage their own health and wellbeing so a prescriptive approach is not proposed in this respect. These actions also link with other proposals and action plans relating to the Corporate Health Standard and Time to Change Wales initiative.

### **Reason for Recommendations**

16. The need for an Employee Health & Wellbeing Strategy has been identified as a priority from a number of sources including outcomes from Employee Survey.

### **Financial Implications**

17. There are no direct financial implications arising from this report. Any costs associated with the Strategy will be met from within existing resources.

### **Legal Implications**

18. All decisions taken by or on behalf of the Council must: (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.
19. Equality Duty – the Council has to satisfy its duties under the Equalities Act 2010 (including the specific Welsh public sector duties). Pursuant to

these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

### **HR Implications**

20. The Employee Health & Wellbeing Strategy provides the framework within which employee health & wellbeing will be progressed. The potential benefits to the organisation, employees and citizens are specified within the strategy itself and we will measure the impact throughout the organisation. Whilst reducing sickness absence rates will continue to be a priority, a more holistic approach to health & wellbeing issues is being taken. Improved access to appropriate support and information will enable employees to have the opportunity to look after their own health & wellbeing. Subject to agreement of the strategy by Cabinet, an action plan will be developed to ensure that the actions proposed are clear, responsibilities for delivery within timescales determined and monitoring processes put in place. Through an agreed communications plan, the contents of the strategy will be brought to the attention of all employees and publicised widely in relevant formats through a variety of media.

### **Trade Union Comments**

21. The Trade Unions support the principles of the proposed Employee Health & Wellbeing Strategy as a positive step towards providing information and additional support to Council employees.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the Employee Health & Wellbeing Strategy which is attached as Appendix 1 to the report.
2. note the contents of the letter from the Chair of the Policy Review and Performance Scrutiny Committee following the meeting held on 7 June 2016, which is attached as Appendix 2 to the report.

### **CHRISTINE SALTER**

Corporate Director Resources  
10 June 2016

*The following appendices are attached:*

Appendix 1: Employee Health & Wellbeing Strategy 2016/19

Appendix 2: Letter dated 9 June 2016 from the Chair of the Policy Review and Performance Scrutiny Committee following the meeting held on 7 June 2016

CITY OF CARDIFF COUNCIL

**EMPLOYEE  
HEALTH & WELLBEING  
STRATEGY**

**2016 - 2019**

# **Employee Health & Wellbeing Strategy**

## **1. Introduction & Overview**

- 1.1 Against a backdrop of considerable organisational change ( not just in relation to what services we deliver but also how we deliver them) , the Council's Workforce Strategy and Employee Charter set out a general direction of travel in terms of a range of workforce issues so that employees felt engaged with their work, understood the organisation's challenges and priorities, and recognised the importance and value of their contribution and involvement. The Workforce Strategy is aligned to the Corporate Plan and underpinned by the Council's vision, together with its values of Open, Fair and Together.
- 1.2 One of the priorities identified within the Workforce Strategy is employee health and wellbeing, and this has been reiterated by feedback from the Employee Survey for the Council.
- 1.3 We recognise that our employees are key to the delivery of the Council's vision for Cardiff and have a direct impact on a daily basis on our residents' experience of the Council. When our employees are healthy, motivated and have a sense of wellbeing, then the experience and outcomes for our residents improves. As a large number of the Council's workforce are also residents of the City, improving the health and wellbeing of employees will also support improvements in health and wellbeing across the City.
- 1.4 This Employee Health and Wellbeing Strategy provides a broad framework to help improve the health and wellbeing of our employees. We aim to promote and encourage wellbeing at work .Wellbeing produces positive attitudes, engagement, motivation and innovative thinking. Wellbeing is an important factor in building employee engagement and is a key issue for the Council. The Council is committed to continuing to address barriers to wellbeing as well as proactively identifying ways in which it can enhance employee wellbeing. This commitment is supported by elected members, trade unions and senior management teams.
- 1.5 We will do this through planned wellbeing initiatives, employee support mechanisms and joint working with employees, Trade Unions and other groups, networks and partner agencies.
- 1.6 We already have a number of policies, services and initiatives in place to support the development of a positive, healthy and motivated workforce. In line with commitments made within the Employee Charter, it will also provide a safe, secure and positive working environment and manage employees fairly and in accordance with their needs. In return, employees will be responsible for supporting and improving their own health and wellbeing, taking advantage of learning and development and other wellbeing opportunities.

## **2. What are we aiming for?**

- 2.1 The objectives of this Employee Health and Wellbeing Strategy are to:
- Ensure employees recognise the value the organisation places on their health & wellbeing.
  - Support and maintain a safe and healthy working environment
  - Improve the physical and mental wellbeing of our workforce
  - Encourage and support our employees to develop and maintain a healthy lifestyle.
  - Support employees with health conditions to remain in work.
  - Remove barriers that prevent employees with health conditions or impairments from achieving their potential
  - Improve employee morale.
- 2.2 Delivery of these objectives will, in turn, support the provision of improved outcomes for Cardiff residents and an improved customer experience which links to objectives within the Corporate Plan.

## **3. What do we mean by “health and wellbeing”?**

- 3.1 Previously, the link between health and work has been focussed on physical health. There is, however, a proven link between work and the physical and mental health and wellbeing of employees. This strategy takes an integrated approach to physical and mental health, with the actions identified aimed at supporting improved health and wellbeing in general.
- 3.2 This strategy recognises that some employees may have a range of health and wellbeing challenges, both mental and physical. The Council’s approach is about supporting individuals to look after their own health and wellbeing, which, in practice, could be very different for individuals across the workforce.

## **4. Why is it important?**

- 4.1 Health & wellbeing is important because:
- It was identified as a corporate commitment for the organisation following feedback from the 2015 employee survey.
  - The last review of the Attendance and Wellbeing policy included a commitment to further develop the principle of health & wellbeing and to consider the matter holistically.
  - Both the Workforce Strategy and the Employee Charter include this as a key theme needing to be built into to everything we do and how we behave and supports the Councils values.
  - It supports the Corporate Plan priority of “ people in Cardiff are healthy” as many of our employees are also Cardiff residents.
  - It supports employee engagement at a time of significant organisational change and uncertainty.



- It reiterates the importance of the Council’s legal duty under the Health & Safety At Work Act “to ensure as far as is reasonably practicable, the health, safety and welfare at work of all”.

## **5. What are the benefits of implementing a Health and Wellbeing strategy?**

### **5.1 Benefits for the Organisation;**

- Supports the achievement of our key business priorities
- Improved attendance at work and a reduction in sickness absence rates (and therefore costs).
- Greater engagement from employees leading to increased productivity.
- Improved retention of employees, reducing the cost of organisational turnover and retaining skilled and experienced employees.
- Improved customer experience.
- Enhanced reputation as a service provider within the local community.

### **5.2 Benefits to Employees;**

- Increased engagement through a feeling of being valued, listened to and treated fairly.
- Opportunity to develop potential with access to learning and development, increasing skills and potential for career progression.
- Employees feel they are more engaged in decisions that affect them and the services that they provide.
- Provides employees with the ability to deal with stress in a more effective manner.
- Access to appropriate support and information to enable employees to have the opportunity to look after their own health and wellbeing.
- Reduced sickness levels thereby reducing costs which helps retain jobs.

### **5.3 Benefits to our Customers;**

- Improved access to services as a result of increased productivity and technological developments.
- Improved customer experience.

## **6. How will we make this happen?**

The principles of the Employee Charter specifically include health & wellbeing and inclusion of such an objective within the PP&DR process from 2016/17 will further consolidate health & wellbeing across the organisation. There are a number of key groups who will work in partnership to deliver the strategy. An annual Health & Wellbeing action plan will be developed, delivered and communicated throughout the organisation. Key responsibilities are as follows:

### **Directors /Assistant Director/Chief Officers are responsible for:**

- Providing an environment that supports employee engagement, health & wellbeing ( as specified in the Employee Charter)
- A safe and healthy environment for all employees at work
- Implementing safe systems of work to safeguard employee health and wellbeing.
- Accountability for their Directorates' health, behaviour and performance.

### **Managers are responsible for:**

- Promoting an environment that encourages employee engagement, health & wellbeing and flexible working (as specified in the Employee Charter).
- Engaging with employees to promote and improve health and wellbeing.
- Risk assessing work related stress and implementing necessary control measures to prevent harmful stress and consider the necessary support mechanisms at work.
- Supporting employees through a changing and challenging economic climate – enhancing coping capacity and developing a more flexible / agile work environment.
- Recognising work related stress amongst employees and offering necessary support and putting in place control measures.
- Creating a culture that where problems arise, they are quickly identified and solutions considered.
- Monitoring workload and working hours in relation to health and wellbeing.
- Implementing effective early intervention mechanisms relating to employee absence from work.

### **Employees are responsible for:**

- Participating in the Council's employee engagement, health & wellbeing and flexible working agendas.
- Managing their own health and wellbeing to enable them to participate fully at work.
- Engaging with management to work together to enhance employee wellbeing.
- Reporting stress and ill health to management as early as possible.
- Sharing ideas for promoting health and wellbeing in workplace.
- Taking breaks, rest periods and annual leave in accordance with legislative and policy requirements.

## **7. How we will measure the impact of what we are doing?**

We will measure the effectiveness of the strategy through:

- Levels and rates of sickness absence including work related stress.
- Turnover levels.
- Numbers and outcomes of Resolution policy cases.
- Response to the introduction of any new wellbeing initiatives.
- Response to health & wellbeing question and other relevant questions in the Employee survey.
- Reviewing data including sickness absence, stress related absence, support services referrals etc.
- Feedback from various sources: network forums, Intranet site activity
- Review of data from EAP and other Occupational Health Services
- Review of accident statistics

## **8. What support and information is already in place for employees?**

### **A. Policies , Procedures and Codes of Practice**

- Attendance & Wellbeing (including Special Leave)
- Stress Policy and Risk Assessment
- Alcohol & Substance Misuse
- Smoking Control Policy
- Range of flexible working policies/procedures
- Reasonable Adjustments policy
- Resolution policy (replacing bullying & harassment and grievance policies)
- Salary sacrifice: Nursery vouchers, Purchasing Additional Annual Leave
- Dealing with Violence at Work Policy
- Domestic Abuse , Violence Against Women and Sexual Violence Policy

### **B. Services and Advice**

- Occupational Health Services
- Employee Counselling Services;
- Employee Assistance Scheme (EAP)-Care First
- Free eyesight tests for regular IT Users
- Meeting/support forums e.g. Ambassador and Cardiff Manager Forums, Employee Equality Networks
- Access to Physiotherapy services ( through OHS)
- Mental Health Partnership referral (through OHS)
- Mediation Services
- Trade Union Membership
- Signposting to external organisations e.g. Dewis Cymru directory, MIND, RNIB.

### **C. Other Support**

- Health Campaigns
- Lunchtime workout sessions

- Active Cards
- Access to Training Courses e.g. Stress Control, Risk Assessing for Stress
- 1 to 1 Health & Wellbeing sessions
- Prayer and Reflection Room
- Cycle racks and showers in County Hall
- Credit Union
- Guided Walks info
- Range of E learning modules
- Annual Rail Card

## 9. What will we do next?

### Overall

- Use the Corporate Health Standard as the framework to improve employee health & wellbeing, promote good sustainable practice and target key preventable ill health issues, (link to Corporate Health Standard Action Plan activities)
- Achieve the Corporate Health Standard (bronze level for 2016)
- Encourage a network of health & wellbeing groups across the Council

### Accessibility

- Ensure that information is widely available in an accessible format to all employees on health & wellbeing matters, initiatives, updates and services
- Improve the accessibility of health & wellbeing activities for all employees

### Health promotion

- Promote the benefits of a physically active life
- Facilitate a number of health improvement activities
- Promote national and local health campaigns

### Mental Wellbeing

- Following signing of the pledge, support the Time to Change Wales initiative to tackle mental health stigma and discrimination, (link with TTCW Action Plan activities).
- Provide training to help managers/colleagues spot signs and offer support to those with mental health/drug/alcohol related issues.
- Continue to promote availability of support and information services through Employee Counselling Service and Employee Assistance Programme.
- Raise awareness of Council's commitment to statutory obligations under Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

### Communications & Engagement

- Hold events to raise awareness of health & wellbeing to employees.
- Develop a communication plan to maintain on going awareness of health & wellbeing issues.
- Use existing forums to share information across the Council and seek feedback.

- Hold a series of health & wellbeing focus groups with employees ( including front line employees / hard to reach groups) to inform priorities for the 2017/18.action plan.
- Use the Health & Wellbeing Project Group to oversee implementation, review and modification.

These actions will be collated into an action plan which will be monitored regularly, reviewed annually and revised priorities identified as necessary.

## **10. Equality**

10.1 The Employee Health and Wellbeing Strategy recognises that employees thrive in an environment where they are accepted and supported. To achieve this, it is important that strategy initiatives should be responsive to the specific requirements of protected characteristics of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion & belief, sex, sexual orientation and Welsh Language .Improving support for employees that have an impairment or disability will be a particular focus for the strategy and the positive impact on these employees will be one of the key indicators of its success.

## **11. Conclusion**

11.1 Adoption and implementation of an Employee Health and Wellbeing Strategy for the Council is a significant step forward in meeting one of the goals set out in the Council's Workforce Strategy and supports the principles of the Employee Charter. It provides a framework and an impetus to support the continued development of the organisation as an employer of choice and confirms that Cardiff is planning to be best placed to meet future challenges through maximising the potential of its workforce.

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

Date: 9 June 2016



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

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

Councillor Graham Hinchey,  
Cabinet Member, Corporate Services & Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW

Dear Councillor Hinchey,

### **Policy Review & Performance Scrutiny Committee: 7 June 2016**

Please accept my sincere thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to facilitate consideration of the Employee Health and Wellbeing Strategy 2016-19. Please also pass our thanks to Lynne David and Sian Coleman who supported the pre-decision scrutiny.

The Committee welcomes the Employee Health & Wellbeing Strategy, and the many staff support mechanisms the Council has put in place. We therefore commend the Strategy as a good way forward for the Council in supporting staff further, and we particularly commend the Council's heralding of Time for Change in recognising mental health. Members feel it is important that we retain a serious perspective on the benefits of such a strategy, therefore there are some constructive comments and observations we wish to pass on as you take the Strategy forward to Cabinet for their consideration.

Members take on board your confirmation that the Strategy aims to support and maintain a safe and healthy working environment, and therefore should encompass Health & Safety policy. The approach appears to be based on a medical model of Health & Wellbeing; however the Committee feels that simply looking at health may miss problems in other areas of employees' lives too, such as housing. We are therefore pleased you acknowledge the need for measures to monitor this.

Focussing more closely on monitoring, Members are keen to establish how the Committee will be able to monitor the success of the Strategy over time. We

acknowledge the performance indicators, as listed in section 7 of the Strategy, which include sickness absence, turnover, resolution outcomes, response to new initiatives, and Employee Survey results, and wish to suggest using data generated by the Employee Assistance Programme would also be useful. The Committee would like to consider a monitoring report in 6 months' time and will be considering whether managers are improving in their ability to identify stress, particularly their ability to identify mental health issues in their staff. Members strongly endorse your statement as to the importance of managers understanding mental health and wish to re-inforce the importance of maintaining and monitoring Council wide staff morale. The Committee is minded to request a report to Committee specifically on this matter.

Members wish to point out that, as the Council moves forward making changes to the way it delivers frontline services, it may be appropriate to needs assess individual employees to ensure they are equipped to meet changing methods of service delivery. We feel there is a need for quiet meeting rooms, where managers are able to have one to one conversations.

The Committee feels it is important to establish how the strategy will be resourced. We acknowledge the Council is serious about dealing with stress, and is looking for creative training solutions, taking the opportunity of using partners' expertise and the services of organisations such as MIND, who currently run a programme on stress awareness for managers.

Finally, Members feel the Strategy is directly relevant to schools and as such would commend it to them.

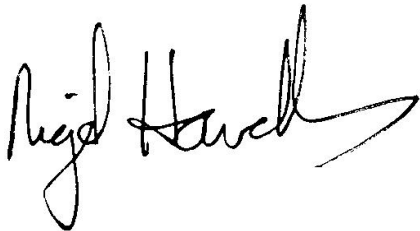
*To recap, the Committee:*

- feels that simply looking at health may miss problems in other areas of employees' lives, for which measures to monitor are required;
- would like to consider a monitoring report in 6 months time to establish whether managers are improving in their ability to identify stress, particularly their ability to identify mental health issues in their staff;

- wishes to re-inforce the importance of maintaining and monitoring Council wide staff morale, and is minded to request a report to Committee specifically on this matter;
- feels it is important that the Cabinet establish how the strategy will be resourced;
- suggests the Strategy is directly relevant to schools and as such would commend it to them.

Once again on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to brief Members.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee.  
Christine Salter, Corporate Director Resources.  
Lynne David, Centre of Expertise.  
Sian Coleman, OD Specialist.  
Claire Deguara, Cabinet Office.  
Matt Swindell, Cabinet Office.