

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**13 September 2016**

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**WORK PROGRAMME 2016/17**

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**Purpose of the Report**

1. To seek Members' approval for the Committee's 2016/17 draft work programme.

**Context**

2. The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (*Scrutiny Procedure Rule 7*). The Committee is tasked with constructing a work programme for the municipal year to March 2017 that ensures the time available to the Committee is used most effectively by considering items in a timely fashion that maximise the impact of scrutiny.
3. This Committee's terms of reference are founded on a corporate policy and performance overview responsibility, giving the Committee dual responsibility, firstly for scrutinising, measuring and actively promoting improvement in the Council's overarching performance, and secondly for scrutinising the performance of a number of specific service areas.
4. The Committee's terms of reference determine that its responsibilities fall within four Directorates of the current organisational structure as follows:

**Resources:** (Finance; Commissioning & Procurement; Performance; Partnerships; Organisational Development Programme; ICT; HR; Communications);

**Governance & Legal** (Legal; Scrutiny; Equalities; Governance & Member Support; Bilingual Cardiff; Glamorgan Archives);

**Economic Development:** (Strategic Estates); and

**Communities, Housing & Customer Services.** (Customer Services).

5. The Committee's Terms of Reference are:

- 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, including:

Carbon Management	Finance and Corporate Grants
Citizen Engagement & Consultation	Information Communication Technology
Commissioning & Procurement	International Policy
Community Planning & Vision Forum	Legal Services
Contact Centre Services and Service Access	Organisational Development
Corporate Communications	Property – Strategic Estates
Corporate Plan	Public Services Board
Council Business Management and Constitutional Issues	Strategic Policy Development
E-Government	Strategic Programmes
Equalities	Voluntary Sector Relations

- 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 services 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.

6. Full Council, on 30 June 2016, approved the following meeting dates for this Committee, which usually fall on a Tuesday, starting at 4.30pm.

13 September 2016	17 January 2017
11 October 2016	Wed 15 February 2017 (budget scrutiny)
15 November 2016	14 March 2017
13 December 2016	

### **Work Programming**

7. The work programme is constructed at the beginning of the municipal year and is updated and amended during the year in order to respond to urgent priorities or policy developments. Given the range of service areas and subjects covered by the Committee, the work programme needs to be carefully constructed to ensure that the time available to the Committee is most effectively used, and to balance time invested against the potential impact of Committee's work. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.

8. At its 7 June 2016 meeting the Committee agreed to the Chair in liaison with the Principal Scrutiny Officer researching options for the work programme and circulating a list for Member's prioritisation during the summer. It was agreed that should there be a conflict of priorities; a work programming forum would be arranged prior to the Work Programme sign off. The final Work Programme would be discussed and agreed at the 13 September meeting.

9. It was agreed that stakeholders would be invited to identify topics, and would include all PRAP Committee Members; Cabinet Members; all non Executive Members; and the Senior Management Team. All were invited to put forward suggestions for the Committee's work programme. There followed discussions with senior managers, lead officers, reference to key Council plans, strategies, and programmes, directorate delivery plans, the Council's Risk Register, and previous topics of interest identified by the Committee. All suggestions and discussions were incorporated into a list of possible items attached at **Appendix A**.
10. In July 2016 **Appendix A**, titled 'Work Programming Prioritisation' was circulated to Members, requesting input to PRAP Scrutiny Committee's 2016/17 Work Programming, inviting Members to prioritise items, setting the tone and influencing the content of the Committee's work focus in 2016-17.
11. The document lists over 40 possible items potentially available to the Committee. To maximise the impact of the Committee's work Members were invited to RAG rate each item. An item rated RED would be programmed; rated AMBER we would aim to programme; and rated GREEN was unlikely to be programmed, due to a lack of available Committee time.
12. Members were asked to bear in mind that it would be vital not to consider too many issues on one agenda, with three items being optimal. Therefore, discounting February's meeting for consideration of the budget, the Committee can consider around 18 items over the remaining six meetings.
13. A number of responses were received, discussed with senior officers, and priorities collated into a final draft work programme for discussion and approval by the full Committee at today's meeting. A draft work programme is attached at **Appendix B**.
14. Members are reminded of the need to retain some flexibility in the work programme to enable new items to be added to the work programme during the year as necessary.

15. The framework of the draft work programme at **Appendix B** is largely focussed on the continuing need for stronger scrutiny and consideration of the Council's performance; Improvement progress and the challenge of delivering Council services with fewer resources. The Organisational Development Programme remains a central part of the Committee's work, as does the growing requirement for the Council to work within the five sustainable development principles of the Well Being of Future Generations Act 2015. (Long term; Prevention; Integration; Collaboration; Involvement). Members will also recall that the Committee has responsibility for scrutiny of the Council's partnership arrangements, specifically the work of the Public Services Board.

16. In light of the above Members attention is particularly drawn to programming as follows:

- a. **Corporate Plan and Budgetary Proposals** – scrutiny scheduled for 15 *February 2016*.
- b. **Performance** – to consider at this committee how best to approach the scrutiny of corporate-wide performance and performance scrutiny of the directorate functions that fall within its terms of reference. The Head of Performance and Partnerships has invited the Committee to work closely with the Performance team in the refresh of performance reporting arrangements and performance challenge. Members may therefore wish to consider creating a Performance Panel of the Committee to:
  - i. Scrutinise quarterly performance reports ahead of Committee Meetings, with the aim of identifying specific areas of concern reporting back to the full Committee. (*November 2016, March 2017*).
  - ii. Contribute to ongoing performance development work of the Performance challenge project of the Organisational Development Programme.

- c. **Improvement** – In addition to the two Improvement reports to be considered at this Committee (Wales Audit Office Annual Improvement Report 2015/16; and Corporate Performance Overview 2015/16), it is proposed the Committee programme consideration of the Statutory Annual Improvement Report 2015/16 (*October 2016*) and a six month progress report of the Statement of Action prepared by the Council in response to the WAO Follow On Corporate Assessment Report (*October 2016*).
- d. **Budget monitoring** – consider whether the full Committee will monitor the budget at Months 4 and Month 6, or task the Chair and PSO with reviewing reports as they become available and programming closer scrutiny by exception if required. (*November 2016 & February 2017*).
- e. **Organisational Development Programme** – overall progress of the ODP will be monitored in *January 2017*. Specific programme projects will be taken as follows:
- i. Review of PPDR Scheme (*November 2016*).
  - ii. Customer Services Strategy (*December 2016*).  
The Committee has previously expressed an interest in holding a Committee at C2C, it is suggested this takes place in December 2016, when Committee considers the work of the Contact centre alongside the Customer Services Strategy.
  - iii. Workforce Planning (*January 2017*).
  - iv. Employee Health and Wellbeing (*January 2017*).
  - v. Additionally the Committee has been asked to offer a Member perspective on the Review of Scrutiny, a project of the Performance and Governance ODP work stream with a view to evaluating any proposed scrutiny models that emerge from officer research.
- f. **Partnership scrutiny** - the Committee has responsibility for overarching scrutiny of the Public Services Board (PSB). The Well-being of Future Generations (Wales) Act 2015 requires the Council and its partners that form the PSB to assess the state of economic, social, environmental and

cultural well-being in its area. The first output of the new Board will therefore be an Assessment of Well-being. Cardiff's PSB has been established and will consult on the draft Assessment of Well-being during autumn/winter 2016. The Committee is a statutory consultee and therefore consideration of the Assessment of Well-being is programmed for *November 2016*.

A Member has suggested that in preparation the Committee would benefit from a briefing on the Terms of reference, membership/ and programme of work of the new PSB. This could be undertaken outside of Committee.

**g. Other Strategic Plans/Developments –**

**Welsh Language Strategy** - The Council is required to draft and publish a five year strategy to promote the Welsh language and to facilitate the use of the Welsh language more widely in Cardiff. The draft 'Bilingual Cardiff Strategy' will be programmed for Cabinet in December/January and Committee has been invited to undertake pre-decision scrutiny. (*November 2016*).

**Strategic Equality Plan 2016-** following scrutiny in March 2016 the Committee agreed that it would factor into future work programming a fuller exploration of the challenge of ensuring the Council's workforce reflects its community. Similarly following scrutiny in April 2016 Committee expressed an interest in the senior management gender and ethnicity balance.

**h. Committee Business** - the Committee currently receives feedback on its correspondence routinely every other month. Similarly Members have the opportunity of receiving Audit Committee Minutes. Members may wish to be made aware of these business items as informal briefings rather than programme formal committee time.

## **Way Forward**

17. Committee Members will have the opportunity to discuss the information provided in this report and appendices, namely the proposals made by the work programming forum, and whether or not to re-prioritise any items listed in **Appendix A**. Members will then need to agree to the amendments required.

## **Legal Implications**

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. 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. Scrutiny Procedure Rules; (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.

## **Financial Implications**

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with



recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to discuss and agree its work programme for 2016/17, including:

- i. Agree the approach to scrutinising performance;
- ii. Agree the approach to scrutinising budget monitoring;
- iii. Agree the approach to scrutinising the Organisational Development Programme.
- iv. Agree any amendments to the proposed work programme in terms of scheduled committee items;
- v. Agree to participate in consideration of proposed scrutiny models emerging from the ODP Review of Scrutiny.
- vi. Agree Member nominations to participate in a Performance Panel
- vii. Approve the work programme as amended by the decisions above.

**DAVID MARR**

Interim Monitoring Officer

7 September 2016