

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

3 June 2014

CORRESPONDENCE – INFORMATION REPORT

Background

1. Following Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The letter usually asks for a response from the Cabinet Member to any recommendations made and sometimes requests further information.

Issues

2. A copy of the Correspondence Monitoring sheet detailing the Committee's correspondence and those responses received is attached at **Appendix A**. For ease of reference, the lines of those letters to which the Committee has received a full response and where no actions are left outstanding have now been removed from the document. Where new information has been added since the Committee last considered a correspondence report, this information is highlighted in **bold**. Attached to this report are copies of recent correspondence, including some letters which had been outstanding from the former Cabinet Member for Finance & Economic Development.

6 May 2014 meeting

3. The Committee considered proposals to establish a three-year programme of Organisational Development at this meeting. A copy of the Chair's letter to the Leader is attached at **Appendix B**.

4. At this meeting the Committee also considered a report from the Scrutiny Research Team regarding social inclusion best practice. A copy of the Chair's letter to the Cabinet Member for Community Development, Co-operatives & Social Enterprise is attached at **Appendix C**.

Legal Implications

5. 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

6. 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.

Recommendation

The Committee is recommended to note the content of the letters attached to this report and decide whether it wishes to take any further actions, or request any further information.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
28 May 2014

Policy Review Performance Scrutiny Committee
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Actions
17/04/2013	Non-Operational Property	Cllr Goodway	<p>Committee:</p> <ul style="list-style-type: none"> - Made clear its disappointment that Cllr Goodway did not attend and that Committee did not have access to the full draft Cabinet report - Commented that there seems to be a lack of vision around the use of non-operational property - Recommended that the social and community benefits of the estate should be considered, as well as the financial benefits - Commented that the Review has featured on the Cabinet Forward Plan for months without being considered, making planning effective scrutiny difficult - Welcomed moves to monitor performance of the estate and to compare this to other cities - Stated that it wishes to consider the Draft Cabinet report in pre-decision. Prior to this, a strategic vision for the use of Non-Operational Property should be developed, as well as comparative performance indicators, a communications strategy for existing tenants, details of the asset management process and a statement regarding the non-financial value/benefits of the estate. 	<p>Response:</p> <ul style="list-style-type: none"> - The Cabinet report will cover many of points raised, but officers have been asked to develop a specific section to set out the vision for the development of the estate. - A review of workshops is being undertaken and the two issues will be dealt with in one report. Timescale to be determined. - Cllr Goodway will reflect on the Committee's request to consider the report in pre-decision at the appropriate time 	<p>UPDATE 09/07/2013 Officers have stated that the report may go to September Cabinet in conjunction with a review of the Council's workshop estate</p> <p>UPDATE 12/08/2013 Officers have confirmed that the report will not be ready for September Cabinet. Date has yet to be confirmed.</p> <p>UPDATE 20/09/2013 This may be ready for 29th October Committee meeting.</p> <p>UPDATE 09/10/2013 Asset management has been raised as a pressing issue which the Council must address, by both the WLGA Peer Review and the WAO Improvement Report.</p> <p>UPDATE 27/11/2013 The Economic Development Director indicated that a paving asset management report would go to Cabinet in January 2014, followed by a more detailed report in March 2014. The Committee indicated that they would like to consider the detailed report in March.</p> <p>UPDATE 26/02/2014 The Asset Management report is currently on the Cabinet forward plan for March, but the Director has indicated that it will not be ready.</p> <p>UPDATE 19/03/2014 The Director has indicated that the report will not be ready for April Committee.</p>
26/11/2013	Budget Strategy / Directorate Budget briefings	Cllr Goodway	<p>On the budget strategy, the Committee:</p> <ul style="list-style-type: none"> - Hoped that the Council is looking towards English Councils for examples of how to deal with the economic situation, and wished to receive further details of work that is ongoing; - Noted comments that Council Tax may have to be raised next year, and would support moves to establish with the Minister the exact nature of any cap on such a raise; <p>Noted that it could not be confirmed that a rise in council tax would result in lower savings targets for directorates.</p> <p>On the Resources Directorate Budget Briefing, the Committee:</p> <ul style="list-style-type: none"> - Noted the various sources of savings under consideration; - Requested a copy of the KPMG commissioning and procurement report. <p>On the Corporate Management Budget Briefing, the Committee:</p> <ul style="list-style-type: none"> - Queried the different approaches taken to filling or deleting the Corporate Director Operations and the Head of Cabinet Office posts; - Requested a breakdown of the Corporate Initiatives spend this year and confirmation that this has been topped up via reserves; - Requested a breakdown of the Precepts, Levies and Contributions budget. <p>On the Economic Development Directorate Budget briefing, the Committee:</p> <ul style="list-style-type: none"> - Noted the savings drivers; - Commented that the transfer of strategic estates to the Directorate would appear to be subsidising the area in making - Recommended pursuing sponsorship opportunities; - Would like to consider the full asset management report in March 2014. <p>Committee also asked for replies to any outstanding correspondence.</p>	<ul style="list-style-type: none"> - Apologised for the delay in replying; - Noted that the KPMG report is still being drafted and is not currently available; - Stated that the deletion of the post of Corporate Director operations was following advice from the Interim Head of Paid Service and Chief Executive. Noted that a further review of the senior management structure has been recommended and that this must ensure sufficient capacity to deal with the current financial challenge; - Disagreed with the suggestion that the Economic Development directorate was subsidised; - Agreed with the Committee's comment that income generating opportunities should be pursued. 	<p>Confirm details of Corporate Initiatives spend and Precepts and Levies contributions.</p>
26/11/2013	Directorate Budget briefings	Cllr Cook	<p>Committee:</p> <ul style="list-style-type: none"> - Noted the 38% savings target which the County Clerk and Monitoring Officer is working towards; - Raised the comment of the Cabinet Member for Finance and Economic Development during last year's budget process that the financial pressure approved for Scrutiny Services would not be chipped away in future years; - Would like to be kept informed regarding the Communications review; - Requested a breakdown of the Members' expenses budget to aid budget scrutiny. 	<p>On behalf of Cllr cook, the Leader responded:</p> <ul style="list-style-type: none"> - Noting the Committee's comments regarding the Scrutiny budget; - Providing details of Members' allowances; - Stating that the Communications review should report in March and offered to inform the Committee of the outcome 	<p>Schedule consideration of Communications & Media Review</p> <p>UPDATE 5 March 2014 The County Clerk and Monitoring Officer has indicated that the Review will not be ready for the Committee's 1st April meeting, but may be ready for the May meeting.</p> <p>UPDATE 29 April 2014 The County Clerk and Monitoring Officer has indicated that the Review will not be ready for the Committee's May meeting, but may be ready for the June meeting.</p> <p>UPDATE 28 May 2014 The County Clerk and Monitoring Officer has indicated that the Review will not be ready for the Committee's June meeting, but may be ready for the July meeting.</p>

Policy Review Performance Scrutiny Committee
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Actions
13/02/2014	Corporate Plan 2014-17	Leader	<p>Committee:</p> <ul style="list-style-type: none"> - felt that although some issues raised by the Committee and the Auditor General with regards to last year's Plan had been addressed, many had not; - was disappointed that the draft Corporate Plan had not been ready to go out with all Committees' papers and that the Technical Document provided to PRAP had not been available for all Committees; - recommended bringing forward the Corporate and Budget planning process next year; - was not convinced that the draft met the needs of all of the Plan's audiences; - felt that the Plan should more clearly address the years after 2014/15; - was not in a position to judge the alignment of the Plan and other strategic documents given the lateness with which the Technical Document was received; 	Not yet received	
			<ul style="list-style-type: none"> - requested a firm date for the availability of Directorate Plans; - recommended that the Plan give more prominence to addressing issues with the Council as a corporate body; - is concerned that the Council's performance framework has not been addressed with the urgency required and wishes to receive a clear outline of activity from the AD Sport, Leisure and Culture at its March meeting; - was not convinced by many of the measurements contained within the Plan; - noted some areas which should be amended - the alignment of the Environment section, the anticipated budget gap and the slant of the Finance and Economic Development section. 		
04/03/2014	Cardiff Council Performance Review	Leader/ Cllr Cook	<p>Committee:</p> <ul style="list-style-type: none"> - welcomed the approach being taken by the Chief Executive in developing a mature conversation around performance; - welcomed the holistic and pragmatic way in which the Assistant Director Sport, Leisure and Culture is taking, but expects to see real results in the near future; - Noted the difficult but important balance to be struck between an environment which encourages open discussion of performance and one which penalises poor performance; - Made some specific comments on the draft Quarter 3 performance report presented, including the need to reflect the customer point of view; ensuring tracking between periods; ensuring trends can be tracked over several years; and the importance of the challenge process. - commended the Scrutiny Research Team's report on performance benchmarking and asked for feedback as to how Directors are taking this forward. 	Not yet received	
04/03/2014	Attendance & Wellbeing Policy Implementation	Cllr Cook	<p>Committee:</p> <ul style="list-style-type: none"> - was pleased to learn that sickness absence levels appear to be going down; - may focus on specific directorates' management of sickness in future; - urges officers to consider learning from other authorities' and organisations' management of sickness, and to spread best practice within the Council; - asked for further information on schools' adoption of the Policy; - asked for further details of the likely cost if the projection 2013/14 level of sickness- 10.4 FTE days - is reached; - asked for the results of the WAO review and the operational 12 month review of the Policy. 	Not yet received	
01/04/2014	Cardiff Council Website	Cllr Cook	<p>Committee:</p> <ul style="list-style-type: none"> - noted Cllr Cook's comments that the website had fallen behind in recent years; - were pleased that integration with SAP CRM will be in place in September 2015 and that this will create a full transactional website - queried whether an off the peg solution would have allowed more timely improvements but were reassured that the system would be future-proofed an integrated with service delivery and management arrangements; - raised issues of accessibility, member involvement in web governance; central control of the website vs service area management and integration with social media. 	Not yet received	

Policy Review Performance Scrutiny Committee
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Actions
01/04/2014	2013/14 Quarter 3 Performance	Cllr Hinchey	<p>Committee:</p> <ul style="list-style-type: none"> - was pleased with the succinctness and clarity of the report; - noted that the reports would continue to evolve; - queried how cross-cutting issues would be monitored and managed; - reiterated the need for effective benchmarking; - recommended further exploration of open data; - reiterated the Committee's request to consider the Property Strategy; - noted moves to develop a public sector hub and asked to scrutinise this further; - stated that the Committee had previously accepted the former Cabinet Member for Finance's offer of monthly budget monitoring reports and asked if Cllr Hinchey could progress this with Christine Salter. 	Not yet received	
06/05/2014	Organisational Change	Leader	<p>Committee:</p> <ul style="list-style-type: none"> - was pleased to have had the opportunity for pre-decision scrutiny of the report; - ask for clarity on the resourcing of the Organisational Development programme; - noted a number of areas covered by the Organisational Development programme were ones which have previously been raised by the Committee; the Committee will aim to build these and other issues into its work programme for 2014/15; - queried whether there was an appetite for change in the Council and welcomed the improved drive to engage with employees; - recommended that a strong feedback loop was built into the commissioning cycle; - recommended that a team be established using internal expertise to support communities in developing proposals alternative delivery mechanisms and build community capacity; - supported the establishment of the Cardiff Debate but recommended that the Council should aim to hear from more than the 'usual suspects'; - recommended that the proposed 'Peer Challenge' group should be chaired by an external expert; that a formalised reporting mechanism should be established; & that meetings should be formally scheduled. 	<p>Following pre-decision scrutiny, the Organisational Change report was presented to Cabinet on 15 May 2014. The draft report had been amended to include 'Public Service Summit' to launch the Cardiff Debate and to refer to the strengthening of Scrutiny to enable effective challenge to the programme and a creative engagement with service development. The 'Peer Challenge group' proposed in the draft report had been amended to a 'Change Challenge Forum' 'where Members and officers can work with and be challenged by' external providers. The Chair of this Committee would be invited to sit on the Group, which would meet quarterly. The report clarified that a budget of £1.039 million was available for internal support but gave no further explanation of the £700k set aside for specialist support. Under the Customer and Community Focus programme, an objective to establish support for communities had been added, with the Director for Communities being allocated the task of mobilising resources across the Council to support community development of alternative delivery models.</p>	
06/05/2014	Social Inclusion	Cllr Bradbury	<p>Committee:</p> <ul style="list-style-type: none"> - commended the research report to the Cabinet for further consideration; - noted a number of examples highlighted by the report from which Cardiff could learn; - welcomed the offer of a 'baseline' report regarding current Council activity in this area. 	None required	

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

Date: 8 May 2014



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Councillor Phil Bale
Leader, Cardiff Council
County Hall
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Dear Councillor Bale,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 6 May 2014 Organisational Change Draft Cabinet Report

On behalf of the Committee, thank you for attending the Policy Review and Performance Scrutiny Committee to enable pre-decision scrutiny of the draft 'Organisational Change' Cabinet report. Please also pass Members' thanks to the Cabinet Member for Corporate Services and Performance, the Chief Executive and the Assistant Director for Sport, Leisure and Culture.

There is an evident recognition, shared by this Committee, that the Council needs to change, partly in response to external pressures, but also in order to address its internal challenges. The draft report sets out a frank opinion that Cardiff Council is currently characterised by a 'top down, silo-based approach to service delivery', an assessment which several Committee members recognised. The Committee therefore welcomed the proposal to implement an Organisational Development programme. However, we will look to see its outcomes and potential cashable savings more clearly set out as the scope of the workstreams and projects is defined, given that a considerable fund of £1.7 million has been set aside for this work.

There are – as highlighted during the meeting – a number of areas that will be tackled by the Programme to which this Committee has drawn attention in the past. Among others, these include employee and public engagement; workforce planning; asset management; performance management; web and customer management. The Committee looks forward to scrutinising those workstreams, service reviews and projects which fall under its remit in more depth, to provide support and challenge as the Programme progresses. We will start on our Committee work programming after Annual Council, so will look to schedule items at appropriate points. I'm confident that you will agree that Scrutiny engagement will be crucial to the Programme's development and implementation.

Members queried whether there was still an appetite for change within the Council particularly below Operational Manager level. We hope that the Employee Engagement project will provide a sustained mechanism to make the most of the valuable experience and knowledge of Council staff, as well as to gauge staff opinion and morale. As highlighted by one Member, staff should be part of a team identifying and taking ownership of issues and helping to develop solutions. We would like to



consider the results of forthcoming engagement activity as relevant as we consider Organisational Development projects in more depth.

The Committee noted the emphasis on a Strategic Commissioning approach contained in the report and recommend that as proposals develop you engage fully with relevant Scrutiny Committees. Members further recommend that a strong 'feedback' mechanism is built into the Commissioning cycle. Communities need to know that we have taken ideas on board and acted as appropriate, once we have analysed their needs. However, the Committee welcomes the overall focus on engaging communities in the design, and potentially the delivery, of services. We recommend that the Cabinet considers bringing together a team within the Council to enable and support communities in developing alternative delivery method proposals. This could draw upon expertise already within the Council, for example Finance, Legal, Procurement, and Grants officers, as well as Learning, Training & Enterprise and Neighbourhood officers. Such a team could assist in identifying and developing suitable models for the delivery of a particular service, give advice on accessing funding and information, and act as a central contact point. We would hope that such a team could be a valuable resource in building links with communities, developing community capacity and ensuring a smooth transition of services where necessary.

The Committee further supports the establishment of a 'Cardiff Debate', having as you will recall, emphasised the need for effective citizen engagement on many occasions when you sat on the Committee. As stated above, Members are clear that effective community engagement must involve a feedback mechanism to demonstrate where engagement has resulted in change. We also hope that the Debate will aim to hear from a wide-range of citizens and communities, and not just the 'usual suspects'.

In terms of the resourcing of the Programme, the Committee would like more clarity, in order to determine the potential impact on the delivery of other services, given that capacity is already stretched in some Directorates. We would also like to have greater understanding of the Earmarked Reserve which has been established and what is meant by 'technical, professional and specialist support'.

In terms of the Peer Challenge Group, the Committee recommends that its Terms of Reference are further refined. If its remit is to provide 'advice', 'challenge', 'critical friendship' and signposting to good practice, then, as Members commented at the meeting, the Committee feels that an external Chair should be appointed to ensure that the Group provides an independent voice. Members also recommend that a formalised reporting mechanism should be established to both formal Cabinet business meetings and this Committee, so that there is wider corporate and public visibility and opportunity for shared learning from the Group's advice. Finally, the Committee felt that the frequency of meetings should be formally set out, rather than left to be scheduled 'as required' to ensure that the Group's momentum is kept up.

There are several recommendations and requests for further information included in this letter, so I would be grateful for your response. Thank you again for attending the Committee meeting and I look forward to working with you in future as these initiatives develop further.

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 Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance
Paul Orders, Chief Executive
Martin Hamilton, Assistant Director – Sport, Leisure and Culture
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

1. The first part of the document is a letter from the author to the editor, dated 10/10/1998. The letter discusses the author's interest in the journal and the topic of the proposed article.

2. The second part of the document is the author's response to the editor's letter, dated 11/10/1998. The author expresses their appreciation for the editor's interest and provides further details about the proposed article.

3. The third part of the document is the author's response to the editor's letter, dated 12/10/1998. The author discusses the editor's comments and provides a revised version of the article.

4. The fourth part of the document is the author's response to the editor's letter, dated 1/10/1999. The author discusses the editor's comments and provides a final version of the article.

5. The fifth part of the document is the author's response to the editor's letter, dated 2/10/1999. The author discusses the editor's comments and provides a final version of the article.

6. The sixth part of the document is the author's response to the editor's letter, dated 3/10/1999. The author discusses the editor's comments and provides a final version of the article.

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

Date: 13 May 2014



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Neuadd y Sir
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Councillor Peter Bradbury,
Cabinet Member for Community Development, Co-operatives & Social Enterprise
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Bradbury,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 6 May 2014 Social Inclusion

Thank you for attending the Policy Review and Performance Scrutiny Committee with Communities Directorate officers to discuss the Social Inclusion research which we commissioned from our Scrutiny Research Team. The Committee commends the report to the Cabinet for further consideration. We hope you enjoyed your first appearance at Committee and we look forward to working with you more as time goes on.

You will have seen that Members were very positive about the results of the research, which the Committee requested in order to explore current policy surrounding social inclusion as well as best practice activity across Europe. We were informed that the recent trend has seen local authorities moving away from putting in place overarching social inclusion strategies and instead identifying and addressing specific inclusion issues.

The report highlighted several examples in which the Committee was particularly interested and we hope that you and your officers will be open to exploring them further. These included Birmingham's Arts Champion Scheme, Bologna's use of social clauses in procurement and Barcelona's exploration of Social Return on Investment. In particular the Committee hope that the latter projects could influence the development of the Strategic Commissioning approach being developed as part of the Council's Organisational Development programme. Longer term there may also be opportunities to build Social Return on Investment in particular into our budget assessment processes.

We agree with you that this is a potentially vast area, The Committee recognised from discussions with you and your officers that the Council is already undertaking considerable work which can be said to be addressing exclusion issues, such as the Community Hubs. We welcomed the offer from the Operational Manager for Partnerships to provide a baseline report of the overall Council activity in addressing social inclusion. We are about to start our work programming for 2014/15, following Annual Council, and will aim to fit this in.



Many thanks again for your engagement with the Committee on this matter. As this letter sums up points made at the meeting, it does not require a formal response, but we would be grateful for your cooperation in arranging the further briefing mentioned above.

Yours sincerely,

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

cc Sarah McGill, Director, Communities, Housing & Customer Services
Isabelle Bignall, Assistant Director
Jane Thomas, Assistant Director
Rachel Jones, Operational Manager
Cabinet Support Office
Members of the Policy Review & Performance Scrutiny Committee