

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**1 July 2014**

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**COUNTY CLERK & MONITORING OFFICER DIRECTORATE DELIVERY PLAN**

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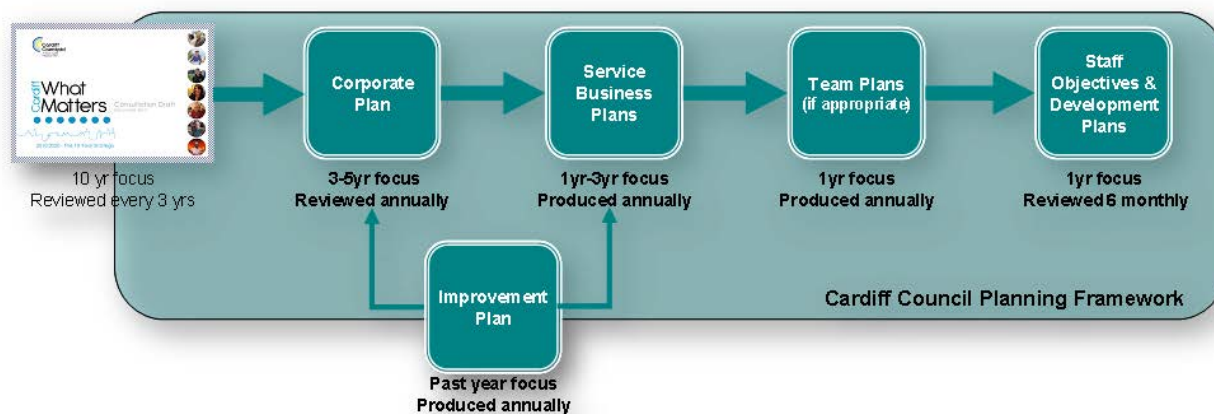
**Reason for the Report**

1. To enable Members to gain an overview of the County Clerk and Monitoring Officer Directorate, the whole of which falls under the remit of this Committee. In addition, this item will enable the Committee to scrutinise the Directorate's key achievements during 2013/14, its contribution to delivering the Council's Corporate Plan 2014-17 as well as the Organisational Development Programme, and the challenges it faces as a service.

**Background**

2. The County Clerk and Monitoring Officer Directorate comprises:
  - Democratic Services
  - Welsh Language Unit
  - Communications & Media
  - Scrutiny Services
  - Glamorgan Archives (joined the Directorate since this Committee considered the Budget Proposals in February 2014).
3. The Corporate Plan 2014-17 was approved at Council on 27 February 2014. It set out three key priorities for Cardiff:
  - Economic development as the engine for growth and jobs;
  - Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and
  - Supporting vulnerable adults, children and young people in times of austerity.

4. The accompanying report stated that as part of the integrated corporate approach to support the implementation of the Corporate Plan, Directorate Delivery Plans would be developed containing more detailed objectives and outcomes. They would also further integrating financial and service planning. Directorate Delivery Plans should allow directorate, team and individual employee objectives to be aligned, thus supporting the Council's drive to improve. The Council's planning framework is set out below:



## Issues

5. The Corporate Resources Directorate Delivery Plan is attached at **Appendix A**.

Following a standard format, it covers:

- Directorate Introduction
- Priorities
- Achievements in 2013/14
- Resources – Staff (e.g. number of Full Time Equivalent posts, staff composition, estimated leavers and number of vacant posts)
- Resources - Finance
- Action Plan and Performance Measures, including:
  - I. Corporate Plan and Cardiff Partnership Priorities
  - II. Key Management Priorities
  - III. Planning for the Future
  - IV. Key Performance Indicators.

## Previous Scrutiny

6. This Committee has scrutinised a number of specific items relating to the work of the County Clerk and Monitoring Officer Directorate:

- Members undertook an Inquiry into Public Engagement with Scrutiny that reported to the Cabinet in June 2013 making 16 recommendations to improve public engagement in the scrutiny process;
- Members scrutinised plans to update the Council's website in June 2013 and again just before its soft launch in April 2014. Although Members of the Committee have commented that progress in improving the Council's website has been too slow, they were pleased to learn that the website's functionality would be considerably increased in the coming years.
- When the Council received the results of the Welsh Local Government Association's Corporate Peer Review in October 2013, the Cabinet agreed to commission a review of the Council's Communications and Media functions and capability in response. The Committee asked to consider the results of the Review, the business plan which is being produced by APSE as soon as they became available. Members were particularly concerned when considering the Directorate's budget proposals that the income targets for this area may be uncertain.

7. Members will also recall that the Committee considered proposals to create an Organisational Development Programme in May 2014, much of which will have an impact on the Resources Directorate. Underneath this overall Programme, sit five individual Programmes, including:

- Strategic Commissioning
- Customer & Community Focus
- Assets/Infrastructure
- Governance
- Engagement & Improvement.

8. A copy of the agreed Programme structure is attached at **Appendix B**.

9. The Governance programme which sits underneath, and which is directed by the County Clerk & Monitoring Officer, comprises the following projects:

- Cardiff Debate
- External Change Challenge

- Standards & Ethics
- Member Development & Scrutiny Programme
- Decision Making Framework.

### **Scope of the Scrutiny**

10. This item will provide the Committee with an opportunity to gain an understanding of the operations of the County Clerk and Directorate and its objectives for this year. It will also enable Members to enquire as to:

- How the Directorate is supporting delivery of the Corporate Plan and the Council's three key priorities;
- How the Directorate is contributing to the delivery of the Organisational Development Programme;
- How the Directorate is planning for the medium term;
- The key challenges facing the Directorate and how it is planning to meet them;
- The Directorate's resource levels and workforce planning;
- How it has been determined that the actions included in the Action Plan will help either improve the service, make it more effective, or enable it to deliver within the Council's financial context;
- How performance indicators and targets have been selected.

### **Way forward**

11. The Leader has been invited to attend for the Welsh Language section of the Delivery Plan as this falls within his remit and may wish to make a statement. The rest of the Directorate falls under the remit of the Deputy Leader, who has also been invited to attend for this meeting and may wish to make a statement. Marie Rosenthal, County Clerk & Monitoring Officer, will be in attendance to answer Members' questions.

### **Legal Implications**

12. 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 of 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**

13. 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**

14. The Committee is recommended to:
- i. consider the information presented to them in this report and at the meeting;
  - ii. decide whether it wishes to build any of the issues discussed into its work programme for 2014/15;
  - iii. decide whether it wishes to make any recommendations to the Cabinet.

**MARIE ROSENTHAL**

County Clerk and Monitoring Officer  
28 May 2014



# County Clerk and Monitoring Officer Directorate Delivery Plan 2014-2017



Cardiff is a Fair, Just and Inclusive Society – Cardiff What Matters 2010 -2020.  
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## Plan Contents

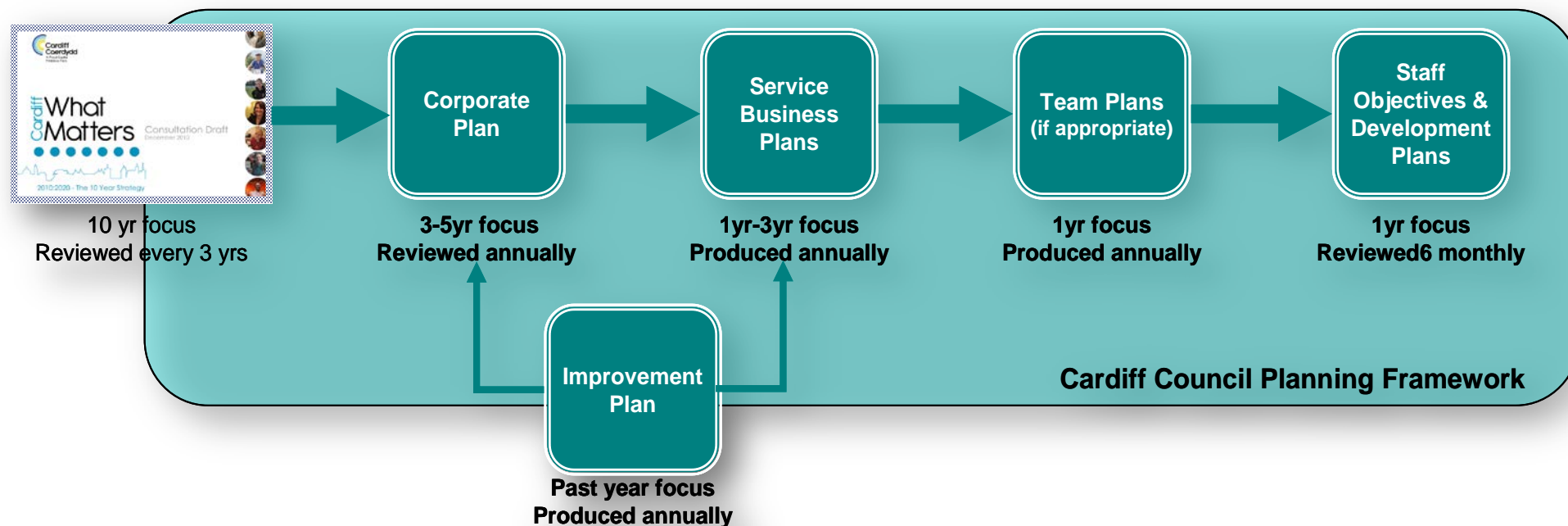
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# 1. Introduction

Cardiff's Corporate Plan 2014-17 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This Directorate Delivery Plan identifies the contribution that we will make in 2014-15 to the Council's improvement priorities, and Corporate Plan. The Delivery Plan describes the continuing core services that we provide, contains an assessment of our achievements in 2013-14 and presents the service's priorities and commitments for 2014-15. The action plan details what actions will be taken and how success will be measured. Links are made to the Council's Medium Term Financial Strategy and the collaborative arrangements that will help us to deliver services in the future.

The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this Plan



Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this Plan and our achievements will be published in the Annual Improvement Report.



## 1. Directorate Introduction

The County Clerk and Monitoring Officer Directorate sits at the heart of the Council and the democratic process holding the Executive to account and playing a vital role in supporting the elected councillors in their representative and decision making roles.. The Directorate is also responsible for a wide range of significant corporate functions serving the whole Council and partners . The Directorate comprises the office of the Monitoring Officer and the Council's Scrutiny, Democratic Services, Welsh Language, Communication and Media functions and Glamorgan Archives.

The Directorate Delivery Plan 2014/15 builds upon the strong foundation of achievements and sets out the aspirations of the Directorate to create further opportunities for meaningfully community engage and participate in decision making processes to ensure Cardiff is a fair, just and inclusive society.

### Our Achievements during 2013-14

**Democratic Services** - provide a politically impartial service to all Members of Cardiff Council. We support, inform and record the work of the Council and its committees and member working groups. We make the Council's work and information about that work accessible to the general public and citizens of Cardiff and we maintain a public record of all member level decision and documents in trust for the public and the future generations of Cardiff. We support elected members in their important democratic roles of representing their constituents, making decisions and supporting their local communities.

- Introduced a successful pilot of Council meeting procedure Rules.
- Launched the "Paperless Council " project to improve member ICT support using mobile devices.
- Arranged for the appropriate Council representative to attend 333 events.
- Successfully arranged all Wales and national events including the National Service of Remembrance for Wales , Wales' National Commemoration of Holocaust Memorial Day and the All Wales National St. David's Day Civic Service.
- Improved Voter Registration for 2014/15 Register.
- Agreed new Member Development Strategy.

**Welsh Language Unit** - provide a comprehensive range of translation and interpretation services

- Implemented the Council's Welsh Language Scheme to ensure bilingualism across the board, including publishing translation guidelines and raising awareness of the requirements of the Scheme.

- Prepared, approved and submitted the Annual Monitoring Report on implementation of the Council's Welsh Language Scheme to the Welsh Language Commissioner by deadline (30/06/13).
- Revised the Council's Welsh Language Skills Strategy which was approved by the Cabinet in March 2014 and will be implemented from April 2014.
- Organised the Cynhadledd Caerdydd Ddwyieithog – Cardiff: A Bilingual City which was attended by over 40 organisations and 140 guests including the first minister, Welsh language commissioner and the Council's chief executive.

**Communications** - responsible for delivering a wide range of activities communicating with local citizens, internal communications and a comprehensive programme of service campaigns

- Responded to 100 per cent of media queries by deadline required.
- Delivered new look Council website.
- Developed and delivered a number of highly successful campaigns including Usual Suspects, Cyd Cymru, LDP and Fostering.
- Increased the number of Twitter followers of @cardiffcouncil by more than 10,000.
- Generated more than £1.6m of positive and neutral coverage of the Council.

**Scrutiny Services** - an integral part of the Wales Programme for Improvement, and its challenge is designed to support the Cabinet in providing widely available, accessible, efficient and effective services for citizens.

- Participated with Wales Audit Office in a year long "Improving Scrutiny" Study, including contributing to a Wales-wide set of Scrutiny standards.
- Facilitated ongoing engagement with many 'seldom heard' communities including Cardiff Youth Council, ethnic minority communities, Looked After Children; Welsh language communities, carers, disabled service users etc.
- Economy and Culture Scrutiny Committee's "Night Time Economy" in-depth Inquiry won two of the seven "UK Good Scrutiny" awards organised by the Centre for Public Scrutiny in June 2012.
- Community and Adult Services and Environmental Scrutiny Committee's "Dangerous Dogs" in-depth Inquiry saw Cardiff Councillors invited to the House of Lords to inform amendments to UK Government's Crime and Anti-Social Behaviour Bill.

**Glamorgan Archives** – collects, preserves and makes accessible documents relating to the geographical area it serves including Cardiff and maintains the corporate memory of its 6 constituent authorities ( Bridgend CBC; Caerphilly CBC; Merthyr Tydfil CBC; Rhondda Cynon Taf CBC; Vale of Glamorgan CBC and Cardiff Council.

- Glamorgan Archives successfully piloted the Archives Accreditation process and the Archivist is the nominated representative for Wales on the UK panel. Joint archive services in Wales were identified as competing with the best in the UK in the report to Welsh Government of the Commission on Public Service Governance and Delivery (the Williams Report).
- The Archives was consulted and provided case studies to Poverty and Culture, a report with recommendations by Baroness Kay Andrews for the Welsh Government on the power of culture and heritage to promote social justice in Wales.

## Key Aspirations for 2014-15

As a directorate our key key aspirations for the service are:

The Council, Cabinet and its Committees will be valued as the key democratic institutions for Cardiff making accountable, robust and inclusive decisions about public services for the city and city region and representing the diverse views of the electorate. They will be seen both in Wales and internationally as a model of good practice and innovation, and will cost less money.

Cardiff Councillors will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.

Democratic Services will have earned the respect of all Councillors and of the public of our independence, integrity and professionalism and for our commitment to make the council work even more effectively. We will be seen as modern, efficient and responsive.

The citizens of Cardiff will be able to access an increasing number of the services we provide in Welsh or English according to their personal choice as we strive to ensure equally excellent services in both languages.

The Communications team will support the Council's delivery of the Corporate Plan ensuring excellence of communication across all channels to engage effectively with the public and partners.

Glamorgan Archives will collect preserve and make accessible documents relating to the geographic area of its contributing authorities. We will achieve Archive Accreditation and be recognised as a centre of excellence for skill sharing and conservation.

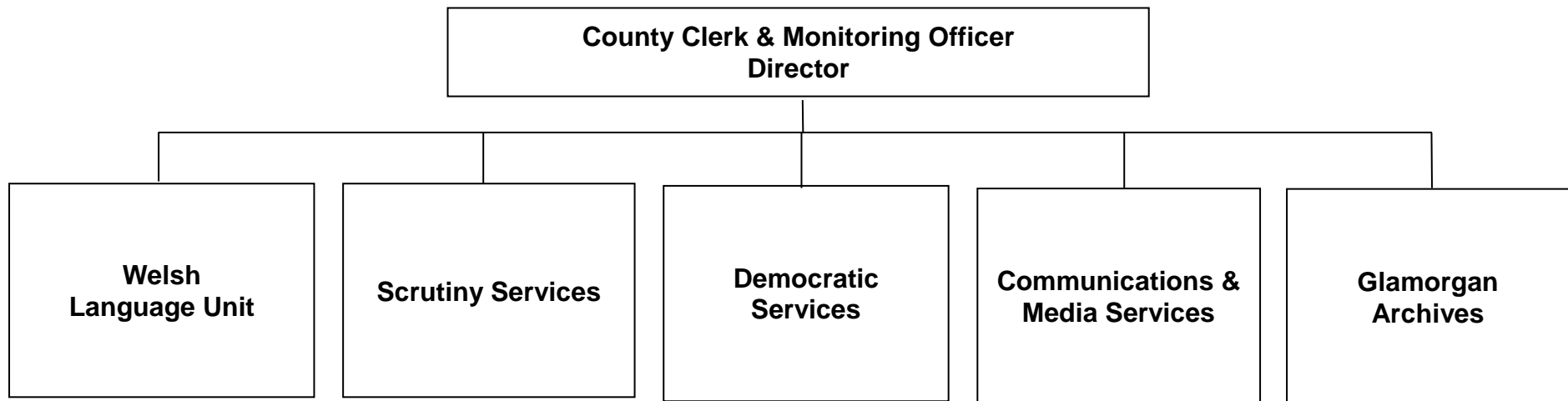
To achieve our aspirations we have agreed the seven strategic goals below, details of how they will be delivered are shown in section 3 of this plan:

**OP2** Deliver a new Communication and Public Engagement Strategy.

- DS001** Make council decision making more effective and efficient.
- DS002** Strengthen the Scrutiny Function.
- DS003** Ensure that Members, Council staff and Partners and the Public are well-informed.
- DS004** Encourage greater public participation in local democracy.
- DS005** Have clear and accepted standards of conduct for Members and staff and to take action against breach of these standards.
- DS006** To deliver all associated action plans in relation to Welsh language legislation.

## 2. Resources

### Democratic Services Directorate Structure, 2014/15



## 2.1 Staff

	%	No.
<b>FTE Posts</b> Occupied Posts excluding casual posts.	N/A	72.16
<b>Number of Staff</b> Headcount, including Temp and Perm staff. Excluding Casuals.	N/A	75
<b>Male</b> Total number based on headcount, excluding casuals.	42.67%	32
<b>Female</b> Total number based on headcount, excluding casuals.	57.33%	43
<b>Temp Contracts</b>	5.33%	4
<b>Permanent Contracts</b>	94.67%	71
<b>Estimated Leavers</b> Staff who have left the authority (individual posts)	0%	0
<b>Estimated Retirements</b> 65+ used (as no retirement age.)	0%	0
<b>Vacant Posts</b> Total number based on all vacant posts (funded or not); casual posts will be excluded.	15.48%	13

Age Profile / Breakdown	16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
% of Staff *	0.00%	0.00%	29.33%	42.67%	18.67%	9.33%	0.00%	0.00%
Number of Staff *	0	0	22	32	14	7	0	0

Employee Budgets:

The table below shows the employee budget allocation across the directorate for 2014/15.

	<b>Management &amp; Support</b>	<b>Welsh Translation Services</b>	<b>Overview &amp; Scrutiny Services</b>	<b>Democratic Services</b>	<b>Comms &amp; Media</b>	<b>Glamorgan Archives Office</b>	<b>Service Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Expenditure 2014/15 Employees</b>	<b>£189,130</b>	<b>£291,130</b>	<b>£561,430</b>	<b>£870,590</b>	<b>£846,520</b>	<b>£538,570</b>	<b>£2,758,800</b>

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## 2.2 Finance

Budgets	Budget 2014/15		
	Expenditure £'000	Income £'000	Net £'000
<b>County Clerk &amp; Monitoring Officer</b>			
Monitoring Officer	289,340	n/a	289,340
Democratic Services	715,760	-18,750	697,010
Electoral Services	525,780	-8,000	517,780
Member Services	1,851,000	n/a	1,851,000
Protocol Services	172,130	n/a	172,130
Scrutiny Services	589,740	-109,000	480,740
<b>Total</b>	<b>4,143,750</b>	<b>-135,750</b>	<b>4,008,000</b>
Communications	838,730	-113,260	725,470
Media	347,530	-42,920	304,610
Welsh Translation	304,480	-42,480	262,000
<b>Total</b>	<b>1,490,740</b>	<b>-198,660</b>	<b>1,292,080</b>
<b>Directorate Total</b>	<b>5,634,490</b>	<b>334,410</b>	<b>5,300,080</b>



## Context and Key Challenges

2014/15 will continue to be a year of major change for the Council and for this Directorate. We are planning an early reorganisation of the Democratic Services to improve support to members. This will involve creating a new Constitution Office to support the statutory work of the Monitoring Officer and ensure the proper regulation of council and committee formal business. We are planning to improve the current manual based office processes and systems making more effective use of technology to do this. We will have fewer staff overall and continuing pressures from our core service requirements. We will need to manage the increasing expectations from the public, regulators and members in maintaining the focus and impetus of this Plan by being clear at all times about priorities and use of time.

We will promote the use of technology to improve the effectiveness of our support and to make committee life easier for members. The use of tablet devices will be an early example of how we can exploit technology in this way and the significance of mobile devices for members, staff and the public will increase. Key to this will be the need to implement effective information management services which will provide a seamless system for the production and presentation of committee papers. This technology will provide the means to deliver a 'one stop shop' for individual members' information needs, including committee papers, email, calendar, social media feeds, current work, declarations of interest etc. The growing use of tablet and mobile devices in society as a whole means we need to keep adapting our committee outputs to ensure they are as accessible as possible to the people of Cardiff.

Alongside this we will integrate the work of the Protocol Office and Members support to create a new Civic Office to provide member support and to run the Office of the Lord Mayor. The Civic Office will have a programme of work including organising the Lord Mayors Diary of Engagements; supporting the Networked Councillor Project and implementing the Member Development Strategy.

We will recruit a new Elections Manager to lead the work of the Elections Team.

We will be implementing the recommendations of the APSE review of the Council's Media and Communications function. This will involve creating a new Head of Communications and an integrated media and communications team. The team will have a key role to play in supporting the roll out of the Employee Engagement Strategy and supporting the Leader and the Cabinet in delivering on the Communications Agenda to deliver the Corporate Plan.

The Welsh bilingual agenda is a key concern of the Leader and Cabinet. A new cross party member working group has been established to lead this work.

Effective public engagement is also a key aspect of the Corporate Plan and the Directorate has an important role to play in leading this work with the Deputy Leader. Additional resources have been made available to support this work.

We will continue to manage levels of sickness absence through increased monitoring and support to ensure levels do not increase. Monitoring during 2013/14 shows that sickness absence per FTE was 4.39 days as of quarter 3.

Last year we initiated personal performance and development reviews with 80% of staff (as of quarter 3). We will endeavour to ensure that all staff completes a personal performance & development review in 2014/15 to clearly understand their individual or team responsibility to support the strategic priorities.

Income generation is a key aspect of our budget strategy for the year and this trend is likely to continue into future years .

## 2. Action Plan and Performance Measures

### Part 1 – Corporate Plan and Cardiff Partnership Priorities

<b>Action OP2</b>	Ref No	<b>To agree a new Communication and Public Engagement Strategy</b>			
<b>Link to Medium Term Financial Strategy</b>	<i>Efficiency savings, external funding, grants, income</i>				
<b>Partners</b>	<i>Cymru Wales; BBC news; External media</i>				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
1	To agree and implement a new Communication and Public Engagement Strategy.	OM Level	Q1	Agree new Communications and Public Engagement Strategy with Cabinet and Senior Management Team	Strategy Agreed
			Q2	To implement first stages of the strategy across the Council in line with identified priorities	Achieved
			Q3	To implement further stages of the strategy	Achieved
			Q4	To review first year of the Communications and Public Engagement Strategy and measure its effectiveness against the agreed priorities	Review Report
2	To work with colleagues across the Council to implement the communication channels of the employee engagement strategy.	OM Level	Q1	To advise colleagues on the most appropriate internal communication channels to devise an employee engagement strategy	n/a
			Q2	Begin implementation of employee engagement communications strategy	n/a
			Q3	Continue implementation of the employee engagement comms strategy	n/a
			Q4	Review the progress of the comms strategy and adapt and implement any changes required.	n/a
3	To review the production and publication of Capital Times.	OM Level	Q1	Draw up a new publishing schedule to take into account the reduction of the printed and distributed editions of the paper to six per year.	n/a
			Q2	Introduce the new publishing schedule for Capital Times. Test the new model of publication of the paper by submitting questions for the Ask Cardiff survey.	n/a

			Q3	Monitor the effectiveness of the online publication by reviewing number of people subscribing to receive the paper.	n/a
			Q4	Review the online publication of the paper taking into account the results of the Ask Cardiff survey and take-up of online subscriptions to inform way forward.	n/a
4	Increase audience participation using social media to access information about the Council.	OM Level	Q1	Ensure the use of social media is embedded in all comms plans	n/a
			Q2	Promote social media channels available to receive information from the Council	n/a
			Q3	Continue to promote and explore new opportunities for using social media	n/a
			Q4	Review the use of the social media channels	n/a
5	Develop proposals for increasing subscriber-led digital communications.	OM Level	Q1	Research good examples of online digital communications	n/a
			Q2	Identify existing subscriber databases. Test concept in Ask Cardiff among residents	n/a
			Q3	Monitor effectiveness of Capital Times online and develop concept for this type of communication	n/a
			Q4	Review response to subscriber-led publications from Ask Cardiff survey to inform whether this type of comms is welcomed.	n/a

## Directorate/Service Priorities (core business)

### Part 2 – Key Management Priorities

#### DS001 To make Council Decisions more robust, effective and efficient supporting a fair, just and inclusive society

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
6	Encourage committees to review their objectives and work plans for 2014/15 to focus on impact and outcomes	CCMO	Q1 Clarify roles and responsibilities of committee members and Chairs in leading owning and directing committee work	New protocol adopted
			Q2 Arrange a Business Meeting for each Committee to review legislation, policy and other sources to inform work plan	Meetings arranged
			Q3 Link Member Personal Development Reviews to support Committee Chairs in seeking to improve their performance	All Committee chairs participate in PPDR Scheme
			Q4 Review and Assess impact seeking critical analysis and evaluation to improve performance	Review completed
7	Achieve the WLGA Charter for Member development	CCMO/PS	Q1 Compile evidence to support application	Evidence Dossier
			Q2 Apply to WLGA	Completed application
			Q3 Charter Granted	Charter Award
			Q4 n/a	n/a
8	Introduce individual executive decision making and better co-ordination of the Forward Plan	CCMO/ Cabinet Office	Q1 Research best practice in UK and introduce new simplified streamlined system and process,	n/a
			Q2 Report to Constitution Committee and Council	Report and minutes
			Q3 Provide training and support to members and officers in the new arrangements	Successful delivery
			Q4 Review and assess impact	Review Report
9	Deliver the Networked Councillor Programmed to at least 35 Councillors (Tablet and Smartphone and less paper)	CCMO/PS	Q1 Agree specification of new equipment and establish project team and launch project with members	Project established
			Q2 Deliver support and training	Successful delivery

			Q3	Review and Assess Impact	n/a
			Q4	n/a	n/a
10	Implement an improved software system to simplify office processes and speed up production of agenda and minutes and improve quality of report writing, with more web casting of meetings	CCMO	Q1	Research best practice in UK and develop Business Case	Business Case agreed
			Q2	Procure new system	System delivered
			Q3	Deliver new system	System Implemented
			Q4	Review and Assess impact	n/a
11	Carryout an annual member survey and programme of interviews	CCMO	Q1	n/a	n/a
			Q2	Design Survey	n/a
			Q3	Carry out Survey	% participation
			Q4	n/a	n/a

## DS002 To Strengthen the Scrutiny Function

Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
12	Deliver a Welsh Government-funded Scrutiny Research project into appropriate joint working between internal scrutiny and external Audit, Inspection and Regulation (AIR) to ensure optimum levels joint working, and potentially reduce the burden of external regulation (subject to Welsh Government funding).	OM Scrutiny PK	Q1	Submit Scrutiny Development Fund bid to Welsh Government and subject to approval, initiate the research	Bid
			Q2	Produce highlight report to indicate research progress	Report
			Q3	Produce highlight report to indicate research progress	Report
			Q4	Produce full research report for Welsh Government	Report
13	Review and begin to implement improvements to current collaborative scrutiny arrangements with partner organisations, including a review of the current Local Service Board Scrutiny Panel.	OM Scrutiny PK	Q1	Assess the Council's current partnership scrutiny priorities and options	Review
			Q2	Consider optimal arrangements to support these priorities	Report
			Q3	Consult appropriately on options for implementation	% participation
			Q4	Produce detailed implementation plan for future partnership scrutiny	Plan
14	Offer and expect constructive engagement with Cabinet, but retain Scrutiny's detachment and ability to offer constructive criticism.	CCMO	Q1	Engage with Cabinet in proposals for optimising the relationship between Scrutiny and Cabinet	Meeting
			Q2	Produce and agree a Protocol of Effective Joint Working between Scrutiny and Cabinet	Protocol

			Q3	Work to implement the actions identified within the Protocol	Report
			Q4	Review the effectiveness of joint working between scrutiny and Cabinet during the year, with recommendations for 2015/16	Report
15	Maintain Cardiff's "best in class" reputation for scrutiny by developing a Scrutiny Improvement Plan, which will also take forward the learning from Cardiff's participation in the 2013 Wales Audit Office <i>Improving Scrutiny</i> Study.	OM Scrutiny PK	Q1	Review learning points from the Improving Scrutiny Study and other feedback from stakeholders, citizens and regulators received during 2013/14	Design and commission approach
			Q2	Produce a Scrutiny Improvement Plan to set out any changes to the current scrutiny environment and practices that might lead to sustainable scrutiny improvements and outcomes for the Council and its citizens	Produce Agreed Plan
			Q3	Pilot any new arrangements that have been agreed	Successful Pilot
			Q4	Review the early effectiveness of any new arrangements, with recommendations for 2015/16	Review Report
16	Deliver the scrutiny elements of the 2014 Education action plan developed to meet the recommendations of Estyn's February 2014 monitoring visit.	OM Scrutiny PK	Q1	Carry out the scrutiny actions in the Q1 Estyn Post-Inspection Action Plan	Achieve actions
			Q2	Carry out the scrutiny actions in the Q2 Estyn Post-Inspection Action Plan	Achieve actions
			Q3	Carry out the scrutiny actions in the Q3 Estyn Post-Inspection Action Plan	Achieve actions
			Q4	Carry out the scrutiny actions in the Q4 Estyn Post-Inspection Action Plan	Achieve actions
17	Deliver Welsh Government-funded Scrutiny Research into how far citizen and expert reference panels can inform the quality and outcomes of scrutiny in Cardiff (subject to Welsh Government funding).	OM Scrutiny PK	Q1	Submit Scrutiny Development Fund bid to Welsh Government and subject to approval, initiate the research	Submit Bid
			Q2	Produce highlight report to indicate research progress	Produce Report
			Q3	Produce highlight report to indicate research progress	Produce Report
			Q4	Produce full research report for Welsh Government	Produce Research report

## DS003 To ensure Members, council staff and partners and the public are well-informed

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
18	Produce a regular Member Newsletter and an improved diary service.	CCMO/PS/EC	Q1 Agree delivery plan, design, content and editorial	First 3 issues
			Q2 Seek contributions from committee chairs on a planned basis	Successful engagement
			Q3 Create electronic diary linked to members ICT with self-serve	Create Diary
			Q4 Review and assess impact	Review report
19	Create an on-line Member library service with external and other links to the work of the Scrutiny Research Team, other council information, research and consultation services and those of partners with twitter feed alerting readers to new committee and Cabinet reports and meetings	CCMO/OM Scrutiny/ OM Communications	Q1 n/a	n/a
			Q2 n/a	n/a
			Q3 Scope Project	Project agreed
			Q4 Deliver	Service in place
20	Support a programme of school visits to City Hall and to meet the Lord Mayor	CCMO/KB	Q1 n/a	n/a
			Q2 Design Programme with LM	Agreed Programme
			Q3 Invitations and deliver during new academic year	Successful take up
			Q4 Review and Assess impact	Review report
21	Pilot public open days and specialist visits to see council meetings in action	CCMO	Q1 Recruit new Public Engagement officer	Officer appointed
			Q2 Scope and design programme	Programme agreed
			Q3 Deliver during Autumn quarter	Programme delivered
			Q4 Review and assess impact	Survey participants
22	Publish on-line and paper Guides to Your Council explaining how decision are made	CCMO	Q1 Recruit new Public Engagement officer	Officer appointed
			Q2 Design content and branding	Content agreed with Leader
			Q3 Publish to complement school visit and open days	Guides published
			Q4 Review and assess impact	Review report



## DS004 To encourage greater public participation in local democracy

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
23	Encourage public participation in Council Business including the work of the Scrutiny committees and making all Council meetings more welcoming to the public, including developing a public Question Time at Cabinet and committees	CCMO	Q1 Develop a Strategy and delivery plan to do this working with the Constitution Committee and recruiting a new Public Engagement officer	Strategy agreed at Cabinet and Constitution Committee
			Q2 Provide training to launch the programme	Member satisfaction with approach
			Q3 Introduce following annual council meeting	Increased public Question Time
			Q4 Review and assess impact	Increased public participation
24	Deliver the Individual Electoral Registration Project	CCMO/ERO	Q1 Project Plan and Governance in place	Agree PIs with Cabinet office
			Q2 Test ICT and other systems to go live with pilot run	Meet CO Targets
			Q3 new process in place	Meet CO Targets
			Q4 Assess and review impact	Successful completion
25	Improve Voter Turnout for the European Elections (2014)	RO/CCMO.A P	Q1 Project Plan and Team in place	Meet EC Standards
			Q2 Review and assess impact	Increased Voter Turnout
			Q3 n/a	n/a
			Q4 n/a	n/a
26	Increase voter registration across the city	RO/CCMO/A P	Q1 Ongoing all year	Establish baseline data and agree targets
			Q2 Run EIR Campaign	Meet CO Targets
			Q3 Ongoing	Improve presentation of data on line
			Q4 Review and assess impact	Increased voter participation in parliamentary elections 2015

27	Develop an on-line tool to enable members of the public and other external bodies to submit evidence to scrutiny inquiries	CCMO/OM Scrutiny	Q1	n/a	n/a
			Q2	n/a	n/a
			Q3	Scope requirements and research options	Meet CC standards
			Q4	Deliver	Increased public participation
28	Complete community boundary review	CCMO/ERO/ap	Q1	Appoint new Elections Manager	Successful appointment
			Q2	Complete public consultation	Increased public participation
			Q3	Complete statutory process	Meet statutory requirements
			Q4	Implementation Plan	Review completed
29	Carry out polling station review	CCMO/RO/ap	Q1	n/a	n/a
			Q2	n/a	n/a
			Q3	Scope project and agree delivery plan	Meet statutory requirements
			Q4	Implement	Review completed

### DS005 To have clear and accepted standards of conduct for members of staff and to take action against breaches of these standards

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
30	Agree a new Whistle-Blowing Policy and Communications Plan	CCMO/DMO	Q1	Agree new Policy	Policy agreed
			Q2	Deliver Communications Plan	Plan delivered
			Q3	Arrange member and staff training events	Events occur
			Q4	Review and assess impacts	Review report
31	Agree new Social Media Member Guidelines with related training	CCMO/DMO	Q1	Agree Guidelines and deliver training session	Guidelines agreed and session delivered
			Q2	Promote as part of roll out of Networked Councillor Programme	Event delivered with high take up
			Q3	Monitor at Standards and Ethics Committee	report
			Q4	Review and Assess Impact	report

32	Review arrangements to select LEA Governors.	CCMO/DE	Q1	Scope project with Cabinet member and Director of Education	Agreed project mandate and delivery plan
			Q2	Bench mark best practice and review existing research with University of South Wales	Complete Research
			Q3	Develop Communications and Delivery Plan	Agree Plan
			Q4	Implement new standards	Improved school performance

### DS006 To deliver all associated action plans in relation to Welsh language legislation.

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
33	Implement revised Welsh Language Skills Strategy in conjunction with HR	OM Level	Q1	Prepare guidance notes for Directors on the use of the Linguistic Assessment Tool.	Guidance Notes uploaded to CIS
			Q2	Analyse take up of flexible package of training opportunities, including Welsh language training, Welsh Language Awareness training and relevant vocational training and report on progress.	Review number of Staff attending courses recorded on Digigov
			Q3	Identify and assess all frontline workplaces and posts where the ability to speak or write Welsh is an essential or desirable requirement (using the Linguistic Assessment Tool)	Number / % of Posts Assessed Number / % designated 'Welsh essential' in each frontline team (Digigov records)
			Q4	Conduct an annual review of the Strategy and report on its implementation, in conjunction with HR.	Welsh Language Scheme Annual Monitoring Report
34	Respond to Welsh Language Commissioner's Investigation	OM Level	Q1	Prepare Council response to the Welsh Language Commissioner's Standards Investigation	Completed
			Q2	Ensure all service areas are made aware of the Report for Ministers on the findings of the Standards Investigation	Monthly Welsh Language Brief
			Q3	Ensure all service areas are aware of the debate and vote on the approval of the regulations and advise on the outcome.	Presentation to SMT Monthly Welsh Language Brief

			Q4 Respond to Compliance Notice Consultation and raise awareness of the Compliance Notice and its impact on the Council	Response sent to Welsh language Commissioner. Evidence of raising awareness on Your Inbox, Staff Newsletter, Welsh Language Monthly Brief
35	Prepare and approve Welsh Language Scheme Annual Monitoring Report for approval by full Council in June 2014	OM Level	Q1 Prepare and approve Welsh Language Scheme Annual Monitoring Report	Debated in June Full Council
			Q2 Respond to Welsh Language Commissioner's Response to the Annual Monitoring Report	Response sent to Welsh language Commissioner.
			Q3 Meet with the Welsh Language Commissioner to discuss performance and any improvement measures	Meeting scheduled and minuted
			Q4 Put measures in place to address any improvements and actions which may not have been realised.	IACTs on CIS
36	Prepare and approve Cardiff – Bilingual City, city-wide action plan	OM Level	Q1 Prepare Cardiff – Bilingual City Action Plan	Draft Action Plan discussed in Welsh language cross party members working group
			Q2 Consult our partners and stakeholders on draft Action Plan and amend accordingly	Draft Action Plan sent to all partners and stakeholders
			Q3 Approve and implement Action Plan	Action Plan approved by Partners and Welsh Language Working Group.
			Q4 Report on progress for the Annual Monitoring Report to the Welsh Language Commissioner	Welsh Language Scheme Annual Monitoring Report full Council in June.
37	Assess delivery of the quality of translation and proofreading services	OM Level	Q1 Ensure that every translator is aware of their daily word count target and monitor compliance.	PPDR's and Translator's monitoring reports

	to internal and external clients and monitor Welsh Language Unit compliance with PI's		Q2	Create a complaints and compliments data-base to record any complaints in relation to the standard of translations and compliments received relating to the service received.	Complaints and compliments discussed and minuted in WLU team meetings
			Q3	Investigate the possibility of extending services to more external clients and report on what measures would need to be put in place to achieve this.	Business case presented to Head of Service
			Q4	Report on performance, the number of words translated and the percentage returned to the customer by the deadline they've specified on the translation request form.	Full Report on the WLU's Translation Log
38	Evaluate Corporate and e-learning Welsh Language Awareness training module and put measures in place to ensure effective roll-out of the training.	OM Level	Q1	Arrange a Welsh Language Awareness 'Train the Trainers' course for Welsh Language Coordinators and Trainers	Dated agreed June 2014
			Q2	Put a programme in place for the roll-out of Welsh Language Awareness Training across the Council	Programme developed in conjunction with the Academy
			Q3	Monitor take-up and progress on implementation, as well highlight any areas of concern in the roll-out programme	Number / % attending the courses monitored via the Academy / DigiGov
			Q4	Address any areas of concern and report on the success of the programme for the purpose of the Annual Monitoring Report	Percentages / areas of concern to form part of the Annual Monitoring Report

Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
39	Undertake a programme of Organisational Development to ensure the resilience and sustainability of services, structured around the core needs of citizens and communities	Director Level	Q1	Respond to Employee Survey Nov 2013	n/a
			Q2	Deliver on Employees Survey	n/a
40	Cutting our costs by delivering the budget savings which means reviewing what we do and how we do it Identify Savings Plan for 2015/16	Director Level	Q1	Assess impact of deleted posts and review workload and processes	n/a
41	Create a University Engagement Programme to share resources and better	Director Level	Q1	Establish programme scope	n/a
			Q2	Develop programme of events	n/a

	links with university students		Q3 Deliver programme	n/a
			Q4 Review impact	n/a
42	Generate £60,000 of new income by submitting and carrying out Welsh Government Scrutiny Development Fund projects	OM Scrutiny	Q1 Submit bids to Welsh Government	n/a
			Q2 Produce Highlight Report indicating current bid progress	
			Q3 Produce Highlight Report indicating current bid progress	
			Q2 Produce full research reports for Welsh Government	
43	Develop and Deliver a flexible and responsive set of Scrutiny and other Committee Work Programmes	Director Level	Q1 Undertake activity to assess priorities for the 2014/15 work programmes	n/a
			Q2 Agree, produce and distribute Scrutiny work programmes for the 2014/15 Municipal Year	
			Q3 Report on progress in delivering work programme commitments to the November 2014 or January 2015 Scrutiny Chairs' Liaison Forum	
			Q3 Report on progress in delivering work programme commitments to the March or May 2015 Scrutiny Chairs' Liaison Forum	

## Directorate/Service Priorities (core business)

### Part 3 - Planning for the future

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
44	Restructures / alternative delivery models being investigated	Director / OM Level	Restructure to achieve 2014/15 budget savings	n/a
			Accommodation review	n/a
			Research possibility of shared Elections service with other authorities	
45	Develop a business case to identify efficiencies resulting from an investment in technology	Director / OM Level	Investigate modern.gov system	n/a
			Implement networked councillor Strategy	n/a
46	Undertake Benchmarking of services	Director Level	Scope service to benchmark to include constitutional arrangements	<b>n/a</b>
			Develop approach	n/a
			Build into Delivery Plan for 2015/16	n/a
47	Review income generation opportunities	Director / OM Level	Review success of scrutiny research bids	n/a
			Capital Times Review of advertising	n/a
			Bilingual Translating Opportunities	n/a
			External work for Communications Team	n/a

## Directorate/Service Priorities (core business)

### Key Performance Indicators

Ref	Performance Indicator	2013-14 Outcome	2014-15 Target	Action Ref
DS01 DS02	<b>Council decision making more effective and efficient</b> <ul style="list-style-type: none"> <li>Member Satisfaction with committee administration (annual)</li> <li>Printing and Publishing of Council and Committee papers total expenditure (annual) MR</li> </ul>	NEW £43,517.06	75% 10% less	DS001
DS03 DS04	<b>Strengthen the Scrutiny Function</b> <ul style="list-style-type: none"> <li>Percentage of Scrutiny recommendations accepted by the cabinet (annual) PK</li> <li>Level of external grant income received (annual)</li> </ul>	Result: £7,750	10% increase £60k	DS002
DS05 DS06	<b>To ensure Members, council staff and partners and the public are well-informed</b> <ul style="list-style-type: none"> <li>Percentage of Member PDRs completed (Members with special responsibilities) (annual)</li> <li>Number of members transferring to mobile devices (annual)</li> </ul>	NEW  16	40%  40%	DS003
DS07	<b>Greater public participation in local democracy</b> <ul style="list-style-type: none"> <li>% No of Electors on the electoral roll as a % of the adult population (annual) AP</li> </ul>	91.2%	92%	DS004
DS08 DS09 DS10 DS11 DS12	<b>Communication and Public Engagement Strategy</b> <ul style="list-style-type: none"> <li>Number of Social Media Followers</li> <li>Advertising and other income generated</li> <li>Capital Times reader satisfaction</li> <li>Number of Public Questions at Council (quarterly)</li> <li>Number of Petitions at Council (quarterly)</li> </ul>	26,866 Result: 75% 11 50	10% increase Target: 75% 10% 10%	OP2



Ref	Performance Indicator	2013-14 Outcome	2014-15 Target	Action Ref
	<b>Welsh Language Unit</b>			
DS13	<ul style="list-style-type: none"> <li>Number and percentage of complaints received against the Welsh Language Scheme compared to the number of overall complaints received by the Council.</li> </ul>	22 (0.8%)	0.8%	DS006
DS14	<ul style="list-style-type: none"> <li>Percentage of frontline teams identified which have been assessed in accordance with the Welsh Language Skills Strategy, and the number of posts designated as 'Welsh essential'.</li> </ul>	64%	70%	
DS15 DS16	<ul style="list-style-type: none"> <li>Number of percentage of staff who have attended:               <ol style="list-style-type: none"> <li>Welsh Language Training</li> <li>Welsh Language Awareness Training</li> </ol>               Compared to the number and percentage of staff in the workforce.             </li> </ul>	341/7732 (4.41%) 729/7732 (12.14% of the workforce)	4% 12%	
	<b>Glamorgan Archives</b>			
DS17 DS18 DS19 DS20	<ul style="list-style-type: none"> <li>Percentage growth in take-up of volunteering opportunities</li> <li>Achieve target for conservation income generation</li> <li>Maintain 95% achievement of targets for remote enquiries</li> <li>Improved satisfaction ratings in Public Service Quality Group (PSQG) survey</li> </ul>	4,643 hours £10,000 95% 78% Very Good	20% increase £10,000 95% 80% Very Good	DS007