
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.

26 November 2013 meeting

3. The Committee considered Directorate budget briefings during this meeting and requested further details of the Corporate Initiatives and Precepts and Levies expenditure. This has now been provided for the 2013/14 financial year and is attached at **Appendix B**.

13 February 2014 meeting

4. The Committee considered the draft 2014-17 Corporate Plan. The Committee wrote to then Leader, Councillor Heather Joyce and a copy of the letter is attached at **Appendix C**. A response from the current Leader, Councillor Phil Bale, is attached at **Appendix D**.

4 March 2014 meeting

5. The Committee was briefed on the Performance Review which had been commissioned by the Chief Executive in March 2014 and wrote to the then Leader, Councillor Heather Joyce. A copy is attached at **Appendix E**. A response from the current Leader, Councillor Phil Bale, is attached at **Appendix F**.
6. The Committee also considered an update on the implementation of the Attendance and Wellbeing Policy at this meeting and wrote to the then Deputy Leader, Councillor Ralph Cook, following the meeting. A copy of the letter is attached at **Appendix G**. A copy of the response from the Cabinet Member for Corporate Services & Performance, under whose portfolio this now sits, is attached at **Appendix H**.

1 April 2014

7. At this meeting the Committee considered the updates to the Council's website and wrote to the then Deputy Leader, Ralph Cook, following the meeting. A copy of the letter is attached at **Appendix I**. The response from the current Deputy Leader, Councillor Sue Lent, is attached at **Appendix J**.

6 May 2014

8. At this meeting the Committee considered proposals to establish a three-year programme of Organisational Change. The Chair's letter to the Leader is attached at **Appendix K**. The response is attached at **Appendix L**.

3 June 2014 meeting

9. The Committee considered Directorate Delivery Plans for the Resources, Economic Development and Communities, Housing & Customer Services Directorates. Copies of the Chair's letters are attached at **Appendix M**. The Committee also

considered the Quarter 4 2013/14 Performance report. The Chair's letter is attached at **Appendix N**.

Legal Implications

10. 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

11. 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
26 June 2014

Committee date	Committee Item	Recipient	Comments/Information requested	Response date	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. 	17/05/2013	<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> <p>UPDATE 25/06/2014 Property update scheduled for 1 July 2014 Committee Final overarching Property Strategy will be available in September or October. No further actions</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>	27/03/2014	<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>UPDATE 26/06/2014 - Details of Corporate Initiatives spend and Precepts and Levies contributions has been received. No further actions</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. 	27/01/2014	<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> <p>UPDATE 17 June 2014 Communications Review date is to be confirmed as part of 2014/15 work programming. No further actions</p>
07/01/2014	Central Transport Services, Facilities Management, Month 6 budget monitoring, Public Sector Asset Management report	Cllr Goodway	<p>Committee:</p> <ul style="list-style-type: none"> - Was concerned that a number of savings for these areas were deemed to be unachievable so soon into the year, having relied on achievability assessments with budget proposals to be accurate - Was disappointed by these difficulties, but positive about the way in which CTS is planning for the future - Noted that buy-in across the Council is vital in changing driver behaviour - Discussed the proposal to explore creating a CTS trading company, and was concerned about the viability of competing with the private sector - Requested a breakdown of savings for CTS and FM for 11/12 and 12/13 - Requested an assessment of the costs of pool cars vs the cost of officer mileage - Welcomed the work taken to develop a longer term strategy for FM, but was concerned about its ability to plan without a slated position on the future of the Council's estate - Asked for the full breakdown of savings projections to be re-instated for the Month 6 budget monitoring report - Commended the PSAM report to the Cabinet Member. 	27/03/2014	<ul style="list-style-type: none"> - Understood concern regarding unachievable savings, which is why planning criterion have been introduced to the budget assessment process; - attached a report giving details of the costs of mileage vs pool cars and a breakdown of savings; - stated that the Section 151 Officer is intending on including an Appendix regarding progress against savings proposals with the 2014/15 Month 3 Budget Monitoring report. 	<p>Check whether a detailed breakdown of progress against savings targets is included with future Budget Monitoring reports.</p> <p>UPDATE 17 June 2014 No detailed breakdown has been included in monitoring reports since Month 3 - Committee may wish to comment on this when it considers the Outturn Report on 1 July 2014.</p>

Policy Review Performance Scrutiny Committee
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response date	Response	Further Actions
13/02/2014	Corporate Plan 2014-17	Leader (Cllr Heather Joyce)	<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; 	26/06/2014	The Leader, Councillor Phil Bale, responded that he was acutely aware of the Committee's issues with the Corporate Plan, having been a member of the Committee during its consideration of the draft Plan in February. Having become Leader he is now considering the corporate planning and budget process, and has set up the Cardiff Debate, which will feed into the Corporate Plan next year. The Chief Executive has also recognised that, though a step forward was taken last year, the Plan's format and content should be improved.	None
			<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 Joyce) Deputy 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. 	26/06/2014	The Leader, Councillor Phil Bale, welcomed the Committee's comments and noted that many performance management issues raised are being addressed through the Organisational Development programme. A Benchmarking Strategy is under development and will be available to come to the Committee for comment. He would welcome further engagement with the Committee on performance going forward.	Committee may like to consider the Benchmarking Strategy and this will be fed into the 2014/15 work programming discussions.
04/03/2014	Attendance & Wellbeing Policy Implementation	Deputy Leader (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. 	26/06/2014	The Cabinet Member for Corporate Services & Performance responded that: - as the new Cabinet Member for this area he took on board the Committee's comments and will look at benchmarking and good practice elsewhere; - officers have confirmed that there is some correlation between Schools which have not adopted the Policy and higher levels of sickness absence; - confirmed the end of year costs of sickness for 2013/14 to be estimated at £14.4 million.	No further information outstanding. The 12 month Policy review has been scheduled for October Cabinet, should the Committee wish to consider as part of the 2014/15 work programme.
01/04/2014	Cardiff Council Website	Deputy Leader (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. 	05/06/2014	The Deputy Leader, Cllr Sue Lent, responded: - reiterating the Council's position that they will ensure citizens can use their contact channel of choice, but that the aim will be to shift contact to the most cost effective method; - Setting out that the Customer Programme under Organisational Development will have responsibility for overseeing web content - Stating that the Board will work with the County Clerk to ensure appropriate Member representation; - Agreeing that social media should be used where possible for engagement, but stating that financial pressures make its use as a transactional tool difficult.	None
01/04/2014	2013/14 Quarter 3 Performance	Cabinet Member Corporate Services & 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 (Cllr Bale)	<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 to ensure an independent voice; that a formalised reporting mechanism should be established; and that meetings should be formally 		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.	

Committee date	Committee Item	Recipient	Comments/Information requested	Response date	Response	Further Actions
				26/06/2014	<p>The Leader's response:</p> <ul style="list-style-type: none"> - welcomed the Committee's comments and ongoing Scrutiny engagement in the Organisational Development programme as it develops; - promised further details regarding resources at an upcoming Committee meeting; - emphasised that there was a definite appetite for change across the Council. The Chief Executive has already briefed Senior Management Forum to positive feedback and an employee engagement programme has started; - stated that a feedback mechanism will be built into the commissioning cycle; - stated that the OD programme as approved by Cabinet had been amended to include an action to 'mobilise appropriate resources within the Council to support communities to develop alternative delivery models'; - stated that the Cardiff Debate would include events with communities to allow the Council to engage directly with citizens and easy-to-overlook groups; - noted comments regarding the external representation on the Change Challenge Group. There will be external representation but he feels that it is important that Chairing sits within the organisation; - noted that the Change Challenge Group has been scheduled to meet quarterly. 	Further details regarding resourcing to be confirmed at a later date. Confirm how communities will be supported in developing alternative delivery mechanisms. Both issues can be addressed through the Committee's work programming. No further actions
03/06/2014	2013/14 Quarter 4 Performance	Leader (Cllr Bale), Cabinet Member Corporate Services & Performance (Cllr Hinchey)	<p>Committee</p> <ul style="list-style-type: none"> - thanked the Leader and Cabinet member for bringing the report to Scrutiny before it was presented to the Cabinet; - welcomed the improved corporate overview and overall structure; - recommended that officers should explore the use of Connect to Cardiff data to improve the customer point of view; - asked for the opportunity to consider the report aimed at members of the public once it was developed; - noted regrettably low rates of Personal Performance & Development Review completion, particularly in some smaller Directorates; - recommended that thought should be given to staggering PPDR completion dates, particularly for areas with end of year deadlines, such as Finance; - hoped that there would be ongoing and vigorous challenge of in-year Directorate overspends; - noted comments that a restructure may be imminent and asked to be involved in any decisions; - was concerned about the challenge process for Directorate Delivery Plans, around target-setting; - stated that they were minded to undertake detailed inquiry work into various aspects of performance in the coming year. 		Not yet received	
03/06/2014	Corporate Resources Directorate Delivery Plan	Cabinet Member Corporate Services & Performance (Cllr Hinchey)	<p>Committee:</p> <ul style="list-style-type: none"> - noted a number of areas for consideration in the 2014/15 work programme; - stated that the Committee was interested in participating in a joint inquiry with the Environmental Committee to consider the Infrastructure project, which may look at alternative delivery methods for Central Transport Services and Facilities Management among other areas; - referred the issue of Schools' negative balances to the Children & Young People Scrutiny Committee; - had concerns about some targets included in the Delivery Plan; - did not require a formal response on the points above, but asked for confirmation that the Committee would be able to have monthly budget updates previously promised and that the Cabinet would engage with Scrutiny at an early point regarding 2015/16 budget proposals. 		Not yet received	
03/06/2014	Communities Directorate Delivery Plan	Deputy Leader (Cllr Lent), Cabinet Member Community Development & Social Enterprise (Cllr Bradbury)	<p>Committee:</p> <ul style="list-style-type: none"> - would like to return to the Customer Relationship Management project in a future meeting - recommended that the use of Connect to Cardiff data in performance reports should be explored. 	N/A	Not required	
03/06/2014	Economic Development Directorate Delivery Plan	Leader (Cllr Bale), Cabinet Member Corporate Services & Performance (Cllr Hinchey)	<p>Committee:</p> <ul style="list-style-type: none"> - look forward to receiving the Property Paving report and Final Property Strategy, reiterating Members' view that the portfolio should be used to social and community benefit; - would be interested in scheduling a further consideration of the Council's involvement in national and international city networks. 	N/A	Not required	

Precepts & Levies 2013/14

	Budget (£)	Outturn (£)
South Wales Fire & Rescue Service	17,100,870	17,076,603
Cardiff Port Health Authority	150,680	143,580
Newport Port Health Authority	4,080	4,456
Caldicot & Wentlooge Levels IDB	167,730	167,724
Cardiff & Vale Coroner's Service	492,000	550,945

Corporate Initiatives 2013/14

Approved Initiatives:

Rugby League World Cup	60,000
Themed Street Dressing	8,619
Glamorgan Cricket Club	100,000
Children's Literature Festival	40,000
Temporary Ice Rink	100,000
Children's Feasibility Study	43,000
Cardiff Half Marathon	50,000
Great Western Partnership	3,162
Royal Visit	750
Pupil Meal Premium	135,684
Cardiff City FC Parade	20,000
WOMEX 2013	35,000
Cardiff Business Council	200,000
Splott Swimming Pool	183,116
Plasnewydd Community Hall	84,023
Cardiff Singer of the World	72,000
	<u>1,135,354</u>

Transfer to reserve

Alternative Delivery Models 700,000

Total spend & commitments

1,835,354

Funding:

Corporate Initiatives Budget 1,410,000

Contribution from CI Reserve 425,354

1,835,354

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

Date: 17 February 2014



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Neuadd y Sir
Caerdydd,
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Councillor Heather Joyce
Leader
Cardiff Council, County Hall
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Dear Councillor Joyce,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 13 February 2014

Please accept my thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to discuss the Draft 2014-17 Corporate Plan. Please also pass our thanks to the officers who supported our scrutiny.

You will recall that when the Committee considered the 2013-17 Corporate Plan at its meeting in February 2013, Members had a number of concerns which it asked to be addressed. These included the linkages between the Plan and other key documents; the suitability of the milestones contained within it and the opportunity they would afford for monitoring the delivery of the Plan; and the extent to which the Plan took into account the results of public consultation. Many of these concerns were later supported by the comments made by the Auditor General in his Improvement Letter. Although we felt that some of these issues have been taken into consideration in the drafting of this year's document, we believe that others have not. I have therefore summed up the concerns and recommendations of the Committee below.

The Committee was disappointed that the draft Corporate Plan arrived too late to be sent with other Scrutiny Committees' papers; this had a clear impact on Scrutiny Members' ability to perform their role. This Committee, while it received an initial draft in good time, was provided with amendments on the day of the meeting. In addition, the absence of the supporting document which would ostensibly set out much of the necessary background detail meant that we were left unable to form a proper judgement on some of the issues under consideration. In our letter to the Cabinet Member for Finance & Economic Development, we have made recommendations that the entire budget process, including scrutiny consideration, is brought forward next year. We recommend that the drafting of the Corporate Plan is also done at an earlier point.

The Committee is not convinced that the current draft suits the needs of the various audiences for the Plan. The public need to understand the Council's vision for the city, as do partners; regulatory bodies should be able to clearly see what the Council will deliver on in order to measure our performance; staff should be able to recognise how their contribution fits in to the Council's aims and objectives.

Members felt that the draft Corporate Plan should set out a clearer vision for the Council beyond 2014/15. The Council must ensure that it prepares communities for the difficult choices that will have to be made. Although the Plan makes reference to



the need to focus on a small number of key issues, we do not believe that the reality of probable service cuts is clearly communicated in the Plan. While we understand the difficulty of budget planning beyond the next financial year, an indication of direction of travel, of the Council's aspirations or likely mitigating actions should our financial situation worsen, could be established. The Committee feels that it is important to emphasise the trend towards greater multi-year budgets within English local government and the draft Corporate Plan would benefit from the inclusion of an improved budget planning framework. We therefore recommend that the draft Plan is amended to reflect these comments.

The Committee appreciates that a background document setting out some of the linkages between the Corporate Plan, the budget, 'What Matters' and the Council's Priorities for Improvement is under production. However, as a working draft was only circulated to the Committee less than twenty-four hours prior to the meeting, Members felt unable to judge whether it provides the necessary 'golden thread' linking the Council's community, corporate, directorate and individual planning. In the short time available to the Committee to consider the document, Members were left feeling sceptical as to whether it does.

The Committee was told that much of the detail behind the Plan will be included in Directorate Plans, but were not given a firm date for their production. We would like this date confirmed and ask that they are readied for scrutiny as a matter of urgency.

Members feel that some aspects were also lacking in the Corporate Plan itself. The Plan does not address the need to make improvements within the Council as a corporate entity, tackling issues such as sickness absence. Internal change will be vital to support inevitable external service changes and is only mentioned in reference to the development of an Organisational Development Plan. In common with the Directorate plans, the Committee would like a firm date for the production of this Plan to be set.

The Committee remains concerned that the Council's performance management framework has not been addressed with the urgency required. In January 2013, the Committee was assured that a more consistent approach to performance management would be in place within twelve months. The Committee has considered quarterly performance reports since that date and has been told on each occasion that their structure is under development. The Assistant Director for Sports, Leisure and Culture has offered to brief the Committee in terms of his review of performance. The need for urgency is clear; we hope that he and the Chief Executive will be able to demonstrate a focused, time-bound plan for changing Cardiff's performance regime. Both the Wales Audit Office and the WLGA Peer Review have stressed the need for urgency in this regard.

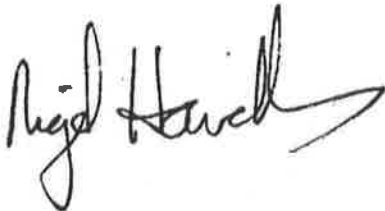
While the Committee is content that this year's draft Corporate Plan represents a significant step forward, Members feel that there is still quite some way to go. Improvements have been made in terms of the measures set out in the Plan, but these have not yet gone far enough. There are still too many 'outcomes' which are outputs that fail to demonstrate clear benefits for citizens; several measures are not clearly defined; and some are not the whole responsibility of the Council to deliver against. Furthermore, the idea of a basket of indicators which would allow a consistent view of the Council's performance and delivery of time has been lost.

Finally, there were some issues of accuracy and alignment which Members noticed when considering the Plan:

- The Environment directorate section does not show a clear alignment between the 'issues', 'priorities' and the 'what we will do' sections, focussing on energy management in the former and waste management in the latter. Care should be taken throughout the Plan to ensure these sections align;
- The Finance and Economic Development portfolio is heavily skewed towards the latter and does not give enough focus to the crucial issues of financial management and planning;
- The Leader's introduction refers to a further £50 million savings gap in 2015/16 – 2016/17, a figure at odds with the Medium Term Financial Plan predictions presented by the Cabinet Member for Finance and Economic Development.

Thank you again for attending the meeting. I would ask you to take these recommendations and comments into account when the Cabinet considers its proposals to Council and I look forward to your response.

Yours sincerely,



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

cc Councillor Ralph Cook, Deputy Leader
Paul Orders, Chief Executive
Mike Davies
Cabinet Office
Christine Salter, Corporate Director, Resources
Ian Allwood, OM, Accountancy (Advice & Budgetary Control)
Members of the Policy Review & Performance Scrutiny Committee

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9 APP D

**SWYDDFA'R ARWEINYDD
LEADER'S OFFICE**



County Hall
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Neuadd y Sir
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Fy Nghyf / My Ref: CM26723

Dyddiad / Date: 26th June 2014

Councillor Nigel Howells
Chair, PRAP Scrutiny Committee
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear Councillor Howells

Re: Policy Review and Scrutiny Committee- Corporate Plan

Thank you for your letter of 17 February setting out the committee's views regarding the Corporate Plan.

Having served on the Policy Review and Performance Committee I am acutely aware of the committee's views on aspects of the Corporate Plan.

As Leader I am currently considering, with Cabinet Colleagues, our approach to the corporate and budget planning process. You will be aware, for instance, that we have already launched the Cardiff Debate which will involve local people and communities in a conversation about the future of public services. This will feed in to the Corporate Planning process.

As you stated, I believe that the current Corporate Plan has represented a step forward however I believe there is room for improvement, particularly around the communication of the Plan's objectives. The Chief Executive is also of the view that there remains room for significant improvement to the format, content and clarity of the Plan.

I am committed to working closely with the Committee to ensure that you play a full and active role within the Council's policy framework and that any issues are fully addressed.

Yn gywir,
Yours sincerely,

**CYNGHORYDD / COUNCILLOR PHIL BALE
ARWEINYDD, CYNGOR DINAS CAERDYDD
LEADER OF THE CITY OF CARDIFF COUNCIL**

ATEBWCH I / PLEASE REPLY TO:

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

Date: 10 March 2014



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Councillor Heather Joyce
Leader
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Joyce,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 4 March 2014
Cardiff Council Performance Review**

On behalf of the Committee, please pass my thanks on to the Chief Executive and the Assistant Director–Sport, Leisure and Culture for attending this week's Committee meeting to discuss the Council's Performance Review.

The Committee has been concerned that the Council should address this area urgently, a feeling supported by the findings of the Wales Audit Office Improvement Letter and the WLGA Peer review. We were therefore glad to see that the new Chief Executive is aiming to take a strong approach to improving the Council's performance culture. The Committee welcomed his willingness to working constructively with Scrutiny to develop a mature conversation around the Council's performance and to provide robust and public challenge in future.

The Assistant Director informed the Committee that his brief was to re-energise performance in the Council and that he is taking the pragmatic view that the emphasis should be on working with people to drive forward improvement, rather than concentrating solely on the performance framework. We support the approach which he set out in terms of encouraging a more holistic view, as well as the aim to foster a culture of challenge and true management of performance across the organisation. Having discussed this issue on several occasions in the recent past, however, and seen little proof of change, Members will be looking for real evidence that this approach is working at future meetings.

Members commented that there is an important but difficult balance to be struck between creating an environment in which performance can be discussed openly and honestly and one in which poor performance is penalized. We are in agreement that managers are key to ensuring the success of this approach. We noted officers' comments that new Directors have the responsibility for ensuring rigorous challenge within their own directorates and that their expertise and energy must be harnessed to create appropriate peer challenge at Senior Management Team. This approach must also be apparent at Cabinet level.

The Committee was given a draft of the new quarterly performance report template at the meeting and were informed that officers are working to ensure improved timeliness of performance reporting in future. We look forward to scrutinising the



Quarter 3 report in some depth at our 1st April 2014 meeting and to hearing the Cabinet point of view on this process at that stage.

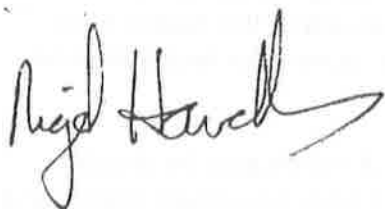
We had some initial comments about the template which we hope are taken into account. We appreciated the more rounded view which the format appears to give, having previously recommended that performance reporting should align more effectively with the reporting of risk and budget monitoring. We recommend that an even wider view of performance is developed in future to include the customer point of view and to present a more qualitative picture of the Council's performance.

The Committee also urges the Chief Executive to ensure that the reports allow satisfactory tracking of progress between periods. The 'challenges' section should reflect actions taken in the previous quarter to meet identified challenges, for example, rather than just identifying the next quarter's challenges. Better trend analysis is also needed, beyond the single year of historical data included in the report. Above all, we hope that the robust challenge process which the Assistant Director is putting in place will ensure that there is no selective reporting which could mask poor performance rather than tackling it.

At the same Committee meeting, Members received a Scrutiny Research report regarding Performance Benchmarking and we would like to commend the report to you and your officers. As you will be aware, the Committee has for some time recommended that the Council should take a more effective approach to benchmarking in order to ensure that we are learning from appropriate successful organisations to improve our own performance. We were glad to hear from the Chief Executive that he was amenable to taking the results of the research on board and would like feedback at a later date about how senior managers are implementing changes to the Council's benchmarking practices.

Finally, on behalf of Members, I would like to thank you for your engagement with the Committee during your time as Leader and please accept our best wishes for the future.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Councillor Ralph Cook, Deputy Leader
Paul Orders, Chief Executive
Martin Hamilton, Assistant Director – Sport, Leisure and Culture
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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Fy Nghyf / My Ref: CM27012

Dyddiad / Date: 26th June 2014

Councillor Nigel Howells
Chair, PRAP Scrutiny Committee
City of Cardiff Council
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Atlantic Wharf
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CF10 4UW

Annwyl / Dear Councillor Howells

Re: Policy Review and Scrutiny Committee- Council Performance Review (4th March 2014).

Thank you for your recent letter setting out the committee's response to the Council's Performance Review.

The Committee will be aware that many of the performance management issues raised are being addressed as part of the Organisational Development Programme, which Scrutiny considered in May.

I also understand that the committee found the new quarterly reporting documents succinct, and providing a clearer way of presenting information. As acknowledged at the time, this work is evolving and we would welcome further feedback in due course as this work is progressed.

I am also aware of the work of the committee with regards to benchmarking and the potential value it can play in performance reporting. Work is currently being undertaken to develop a benchmarking strategy which we will bring forward to the committee for comment. This will reflect the recommendations of the Williams Report on Public Service Governance and Delivery, particularly in relation to a national performance framework with an emphasis on benchmarking.

The Committee also noted its interest in considering the Council's Property Strategy. I'm therefore pleased to note that a strategy is being brought to Cabinet in the Autumn, which will also be presented to the Committee for pre-decision scrutiny.

ATEBWCH I / PLEASE REPLY TO:


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I look forward to engaging with you and the committee on these issues again soon

Yn gywir,
Yours sincerely,



CYNGHORYDD / COUNCILLOR PHIL BALE
ARWEINYDD, CYNGOR DINAS CAERDYDD
LEADER OF THE CITY OF CARDIFF COUNCIL

9 APP G

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

Date: 10 March 2014

Councillor Ralph Cook,
Deputy Leader
Cardiff Council, County Hall
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Dear Councillor Cook,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 4 March 2014
Attendance & Wellbeing Policy Implementation**

On behalf of the Committee, please pass my thanks to the officers who attended PRAP Scrutiny Committee to brief Members on the implementation of the Council's Attendance & Wellbeing Policy.

The management of sickness absence has been something in which this Committee has taken an interest for several years. We were pleased to learn from officers that the early indications are that the new Policy appears to be having a positive impact on the Council's levels of sickness. The Committee noted from the comprehensive information presented by the Chief Human Resources Officer that there does however remain considerable variation across directorates. We would anticipate variations to some extent given the diversity of the services provided by the Council, but there is also clear variation in their completion of Return to Work interviews and trigger points. The Committee will be discussing its 2014/15 work programme in the coming months and should we decide to consider this issue further, we will aim to scrutinise particular directorates' implementation of the Policy in depth. It is clear that the Senior Management Team must own this issue in order to drive sickness levels down within their own Directorates.

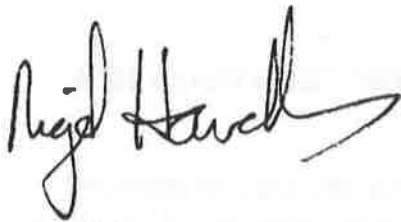
Members considered performance benchmarking at the same meeting and would urge officers to explore further how Cardiff can learn from other local authorities' management of sickness. While we noted the Chief Human Resources Officer's comment that comparisons of the Policy have shown that it is largely similar to those of other local authorities, we hope that officers will also endeavour to learn about successful management and cultural changes which other authorities and organisations have implemented in order to effect a change. There is also some further scope for good practice to be shared across the Council; officers mentioned, for example, the work preventative work which has started within the Environment Directorate. We will be interested to gauge whether this is successful and if it could be rolled out to other directorates effectively.

Members particularly emphasised during the meeting that a holistic view of sickness absence is needed. We referred, for example, to the potential effect that high sickness levels in schools could have on educational attainment. We were reassured that HR People Services is working closely with Head Teachers, but Members would



be interested to learn if there is any correlation between higher levels of sickness and those schools which have not chosen to adopt the Attendance & Wellbeing Policy. Members were particularly supportive of the preventative and positive approaches which were included in the Policy when it was presented to the Committee in November 2012 and would like to re-emphasise the importance of positive and preventative approaches to the health of staff.

During the meeting, the Committee requested to know what the approximate cost of sickness absence to the Council if the forecast 2013/14 level of 10.4 FTE days is reached. We would be grateful if this could be forwarded. We will also be interested to learn about the views of the Wales Audit Office following their review, as well as the operational 12 month review which will be carried out in August.



Yours sincerely,

COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Christine Salter, Corporate Director Resources
Philip Lenz, Chief Human Resources Officer
Lynne David, Operational Manager, Human Resources
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

**CABINET SUPPORT OFFICE
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My Ref / Fy Ref: CM27827
Your Ref / Eich Ref : T: Scrutiny/PRAP/Comm
Papers/Correspondence

Date / Dyddiad: 26 June 2014

Councillor Nigel Howells
Chair, Policy Review & Performance Scrutiny Committee
Scrutiny Services
Room 243
County Hall
Cardiff
CF10 4UW

Dear / Annwyl Councillor Howells

**Policy Review & Performance Scrutiny Committee - March 2014 -
Attendance & Wellbeing**

Thank you for your letter dated 10 March 2014 addressed to Councillor Cook following the Policy Review and Performance Scrutiny Committee meeting on 04 March 2014. Please accept my apologies for the delay in you receiving a response.

As the new Cabinet Member for Human Resources I take on board your comments regarding learning from other authorities and organisations who have implemented management and cultural changes to effect changes and improvements. Whilst we will look at the experiences of the Welsh Local Authorities you suggested, it is worth noting that Merthyr do not have an internal refuse collection service so we will need to be aware of such considerations. Notwithstanding this, I acknowledge that there is always room for improvement and I will ask officers to ensure that good practise evidenced elsewhere is considered.

Officers have confirmed that in regard to schools, there is some correlation between higher levels of sickness and those schools who have not yet adopted the A&W policy.

In response to your specific information request, Cabinet received the 2013-14 Quarter 4 Performance report on the 12 June 2014 which confirmed the end of year position for sickness absence at 10.18FTE days for 2013/14 which equates to £14.4m.

I trust this information is of assistance.

PLEASE REPLY TO / ATEBWCH I: Cabinet Support Office / Swyddfa Cymorth Y Cabinet,
Room / Ystafell 518, County Hall / Neuadd y Sir,
Atlantic Wharf / Glanfa'r Iwerydd, Cardiff / Caerdydd,
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Yours sincerely,
Yn gwyir,



Councillor / Y Cynghorydd Graham Hinchey
Cabinet Member for Corporate Services & Performance
Aelod Cabinet dros Wasanaethau Corfforaethol a Perfformiad

9 APP I

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

Date: 10 April 2014



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Councillor Ralph Cook,
Deputy Leader
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Cook,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 1 April 2014
Council Website**

Thank you for attending yesterday's Policy Review and Performance Scrutiny Committee with Marie Rosenthal, Isabelle Bignall, Catherine Smith and Edward Townsend to update Members on the Council's new website. We were pleased to see you back at PRAP following your recent ill health, and wish you all success in the important role you have in the new Cabinet.

Members were pleased to receive the presentation on the website, which looks very polished, and shared a number of thoughts at the Way Forward at the end of the meeting. I hope that the observations and recommendation outlined below are helpful to you and officers in shaping the 'soft launch' arrangements.

We noted your candour in recognising that the Council's online presence may have fallen behind the level of some other local authorities in recent years, but pleased to hear of your strong vision for how the Administration will be seeking to harness the potential of the new website ahead of the September 2015 full SAP Customer Relationship Management integration. We were particularly pleased that the new website would enable community participation, with links to Council campaigns and consultations, and signposting to Friends groups and third party providers.

In terms of the SAP CRM integration, Members were reassured to hear Isabelle confirm that the September 2015 deadline is still anticipated to be met, and are excited at the potential that this will unleash for a fully transactional website. We look forward to further news in advance of the intended initial launch of the link to Mobile Scheduling technology, giving us the capability to monitor and interact with customers as repairs are being undertaken.

While supporting the principles behind your work on the SAP CRM enterprise architecture, a Member correctly questioned around whether the in-house development of this was in fact the best solution for the Council, or whether a commercial "off the peg" system might have allowed us to introduce more timely improvements to customer interaction well in advance of September 2015. We were content with Isabelle's advice that the in-house option would deliver an advanced system that would be future proofed, and well-integrated with our service delivery



and management arrangements, offering us better value and quality in the medium to long term.

As we recognise that Committee will be able to monitor the above issues as the project moves forward, most of the points below relate more to the governance, general and communications sides of the website.

- **Access Channel preferences:** You will remember that two Members raised some concerns regarding digital inclusion, and wished for reassurance that citizens who are not regular or confident users of technology would still be able to fully transact with the Council by phone or in person. The Committee was pleased to hear Isabelle re-confirm that the Council would continue to accommodate citizens' choice of channel.
- **Democracy issues and Member involvement in website governance:** Although Members liked the ideas you set out of a 'Cardiff Story' to be told in video clips from Members, officers and citizens, we did not see from the presentation or evidence provided how the website would specifically increase public interest or citizen engagement in local democracy. We were, however, advised by Marie Rosenthal that the Democratic Services Directorate was planning to procure during 2014/15 a bespoke Committee Administration package that – as well as making democratic administration more efficient and effective – had the potential capability to promote the work undertaken by the Council via blogs, Member annual reports and Member websites and more, and generally enhance democratic and Member engagement. Committee will be interested to hear when further details of this will be available, and what the interfaces might be between the website and this package.

On the narrow website governance point that was raised, Members were pleased to hear your assurance that the Content Management Board will enjoy strong elected Member representation, and we look forward to receiving further details of this in due course.


- **Central control versus decentralisation:** Members questioned how centrally controlled the development and maintenance of the website would be in coming years. Members noted and concur with your expressed view that for the immediate future it should remain centrally controlled. Although we would like the central team to be responsive to local needs and creative ideas feeding in from Service Area Liaison Officers, we can see the benefits of central control in ensuring consistency and adherence to delivery of Council priorities – as for example in the wider customer management function – our recommendation would be to review the effectiveness of arrangements following an initial period of operation, before ceding too much control back to service areas.
- **Social Media integration:** Members did not note from the presentation a strong desire to integrate social media with the website. This seemed somewhat puzzling, as platforms like Twitter and Facebook are so widely used as channels of choice by many people today. Members were also mindful of the recommendation made by the Committee's April 2013 task and finish inquiry into *Public Engagement With Scrutiny* (which I note has yet to receive

a Cabinet response) that Scrutiny Services consider developing a Facebook page.

Members recognise that social media may be easier for the Council to manage as a communications tool rather than as a transactional tool, and that it has deficits in terms of the Council's ability to monitor, quality assure and report on actions taken in terms of customer requests. We feel, however, that in terms of customer focus our citizens should be able to report faults in the way that is most natural and most convenient to them. We would urge you not to consider social media like Facebook as an afterthought as a communications interface with the Council website, or to constrain too heavily the channels for our citizens' transactions with the Council.

Many thanks again for your engagement with the Committee on this matter; we would appreciate your response on the points raised above.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a long horizontal flourish extending to the right.

COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Sarah McGill, Director, Communities, Housing & Customer Services
Marie Rosenthal, County Clerk and Monitoring Officer
Isabelle Bignall, Assistant Director
Catherine Smith, Operational Manager, Communications
Edward Townsend, Project Manager
Cabinet Support Office
Members of the Policy Review & Performance Scrutiny Committee

DEPUTY LEADER'S OFFICE

My Ref: EM27326

Your Ref:

Date: 5th June 2014

Councillor Nigel Howells
Cardiff County Council
Atlantic Wharf
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Dear Nigel

Policy Review & Performance Scrutiny Committee - 1 April 2014

We thank you for the opportunity to present our vision for the Councils Website and for your support and input in ensuring that we deliver a quality online service for our customers. We were glad to see that you share our excitement that the Website combined with the introduction of the new SAP CRM will deliver a transactional website that will not only improve customer engagement, but also enable the authority to reduce its spend on back office processing.

As an authority we are absolutely committed to transacting with citizens in a channel of their choice, whether this is online, by phone or in person. We believe this is strongly demonstrated by our ambitious Community Hub Programme where we are both continuing to increase the neighbourhoods that have a Hub as well as the number of services that can be accessed. Additionally, Connect 2 Cardiff is continuing to be developed as the phone, e-mail and postal first point of contact for Council services. It is worth noting that where possible we will aim to shift customers onto the most cost effective communication channel and we recognise that for more complex interaction, such as applications to the Housing Waiting List, this may not always be online but face to face. To bridge the digital inclusion gap the council now runs Help To Get Online sessions both at the City Centre Hub as well as outreach sessions throughout the city. These will give basic computer skills, help people to set up and use an email accounts. As well as enabling attendees get online to search for jobs, shop and access key online services.

We are committed to increasing levels of public engagement with Democracy and you will find references to this throughout the County Clerk and Monitoring Officer's Directorate Delivery Plan which I understand will be coming to your Committee in July. The Delivery Plan will describe as one of its actions the implementation during the 2014/15 financial year of the Modern.Gov software system to simplify democratic administrative processes and speed up production of agenda and minutes and improve quality of report writing, with more web casting of meetings. Engagement via the website will be an important part of this work, and as you will remember Marie Rosenthal briefly outlined at your meeting the potential for the Modern.Gov package to interface with the Council's new website.



As part of the Corporate approach to Customer Management, a strategic Customer Management Board will be set up to ensure the Council delivers a cohesive and unified experience for Customers across all channels. One of the responsibilities for this Board will be establishing and overseeing a web content management process to ensure the website delivers accurate, useful and up-to-date information to customers. Terms of Reference for this Board will be developed in partnership with a range of stakeholders including the County Clerk and Monitoring Officer to ensure appropriate Elected Member representation.

We agree with the members comments that we should look to utilise social media where possible as a means of engaging with citizens. However, due to the financial pressures placed upon the authority as Facebook/Twitter is not capable of working as a transactional tool we are reluctant to encourage citizens to request services via these channels as they will drive up back office costs. As part of the initiative by the new leader to launch the Cardiff Debate, the authority will be launching a series of public engagements that will also utilise social media as a means for citizens to have their say on how services are delivered in the future.

Once again we thank members for their input and look forward to continuing to work with the committee in delivering of Customer Management Strategy.

Yours sincerely

A handwritten signature in cursive script that reads "Suan J. Lent".

**COUNCILLOR SUE LENT
DEPUTY LEADER**

9 APP K

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

Date: 8 May 2014



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Councillor Phil Bale
Leader, Cardiff Council
County Hall
Cardiff
CF10 4UW

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 long horizontal flourish extending to the right.

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

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**SWYDDFA'R ARWEINYDD
LEADER'S OFFICE**



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Fy Nghyf / My Ref: CM27698

Dyddiad / Date: 26th June 2014

Councillor Nigel Howells
Chair, Policy Review and Performance Scrutiny Committee
City of Cardiff Council
county Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear Councillor Howells,

**Re: Policy Review and Scrutiny Committee- 6th May 2014
Organisational Change Draft Cabinet Report**

Thank you for your letter of May 8th setting out the Committee's comments and recommendations regarding the 'Organisational Change' draft Cabinet report.

I have previously expressed the importance of a strong scrutiny function for the effective governance of the Council. Having served on the Policy Review and Performance Committee I am aware of the insight and commitment that exists. I am firmly of the opinion that scrutiny has an important role to play in delivering the Organisational Change Programme and other major policy initiatives.

I am pleased to say that the report included a number of issues previously raised by the Committee, such as workforce planning, asset management, performance management and customer engagement. I also agree with the Committee that Scrutiny engagement will be crucial to the Programme's development and implementation. In view of this, Cabinet Members and Officers will be happy to work with Scrutiny to ensure that the work-streams falling under the Organisational Development Programme 2014-17 can be considered by Scrutiny as and when appropriate.

In relation to the issue of an appetite for change within the organisation, I can assure the Committee that the Chief Executive has a strong senior management team in place ready to lead this change programme. The Chief Executive has also undertaken sessions with operational managers at Senior Management Forum as part of the organisational development process. The feedback was very positive with a desire, particularly at operational manager level, to be empowered to take forward a positive programme of change and improvement.

I would also emphasise that the Co-operative values that underpin our approach will play an important part in engaging staff. The report makes clear that success will be dependent on

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the talent and commitment of Council employees. That is why I felt it was very important that the Chief Executive launch a programme of staff engagement. The Staff Roadshows which have taken place demonstrates this commitment to better engagement and staff development, which will be at the centre of how we will plan and implement changes.

In line with your recommendation, work will also be undertaken to ensure that a feedback mechanism is built into the commissioning cycle, and we will engage with the committee again as this work is developed.

The Committee's recommendation that the Council mobilise resources to support communities to develop alternative delivery models has also been included in the Organisational Development Programme, and we will explore an appropriate approach for taking this forward.

With regards to the Cardiff Debate, the engagement programme will ensure that as many people as possible are given the opportunity to feed in to the process. The approach will also draw on the Neighbourhood Partnerships in Cardiff, to enable as many people as possible are given the opportunity to contribute. Close work with existing community and third sector organisations, and their representatives, will be important however this is only one aspect of the Cardiff Debate. Specific community events will allow us to engage directly with citizens and easy-to-overlook groups as part of a comprehensive approach to engaging with communities on the issues that matter to them. It will include on street activity as well as opportunities to engage through a range of social media.

A briefing for all members will also be arranged on the Cardiff Debate to assist them, in their role as community champions, to encourage people to get involved in shaping the services they receive.

I recognise also the need for external representation on the Peer Challenge Group, however as this programme is central to the long term sustainability of service delivery, it must be led by the organisation's leadership who are accountable to the public. We will have external representative on the Group to provide independent voice and challenge, but the Chair must sit within the organisation. In terms of reporting, both Cabinet and scrutiny will receive regular and detailed updates as well as an opportunity to challenge.

To provide greater clarity on resources, including the Earmarked Reserve, the Committee will be presented with more detailed information at an upcoming meeting. With regards to the Committee's recommendation that there needs to be a formal schedule of meetings, it has been agreed that the Group will meet quarterly.

I look forward to working closely with the Committee in future as we implement the programme- your involvement will be important in making this a success.

Yn gywir,
Yours sincerely,



**CYNGHORYDD / COUNCILLOR PHIL BALE
ARWEINYDD, CYNGOR DINAS CAERDYDD
LEADER OF THE CITY OF CARDIFF COUNCIL**

9 APP M

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

Date: 18 June 2014

Councillor Graham Hinchey
Cabinet Member for Corporate Services & Performance
City of Cardiff Council
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Dear Councillor Hinchey,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 June 2014
Draft Corporate Services Directorate Delivery Plan**

Thank you for attending the Policy Review and Performance Scrutiny Committee to discuss the draft Corporate Services Directorate Delivery Plan. Members have found the process of scrutinising the Directorate Plans which fall under the Committee's remit very useful in raising issues for our 2014/15 Work Programme. Most notable were the management development agenda, workforce planning, agency staffing and training and apprenticeship activity, all of which we will consider for inclusion in our future work.

We noted the comment from the Corporate Director for Resources that the 2013/14 financial year will be the first time she has had to report an overspend at the outturn, largely because of the difficulties in Central Transport Services and Facilities Management. The Corporate Director mentioned at the meeting that proposals as to how these services can be delivered in future are under development as part of the Infrastructure project. The Committee is interested in scrutinising these developments and will work with the Environmental Scrutiny Committee to arrange a joint inquiry.

The Committee also discussed issues around Schools budgets with the Corporate Director, having heard that the number of Schools with negative balances has increased. We were reassured that Finance is working with Schools to help manage these negative balances down over time, but would like to recommend to the Children and Young People Scrutiny Committee that this may be something which could be considered as part of their 2014/15 work programme. I have therefore copied the Chair of that Committee into this letter.

In common with the other Directorate Delivery Plans which the Committee considered at the meeting, Members had some concerns about the targets which had been included within the Plan in terms of how they have been derived. The Committee recognised that in some areas improvement on current performance will be unlikely in future, given increasing financial constraints. However we were unconvinced that this was the explanation for all static targets contained within the Plan. We were grateful for the Corporate Director's assurance that she would review target-setting with her team, but feel that the challenge process possibly should have touched upon this.



Although the points above do not require a formal response, we would be grateful if you would respond on two specific points. The Committee has asked previously for your confirmation that monthly budget monitoring reports will be made available to the Committee to aid our timely scrutiny of the budget. Similarly, we hope that you will be receptive to working with Scrutiny in order to facilitate an early consideration of the Budget Proposals.

Thank you again for attending the Committee meeting.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Martin Hamilton, Assistant Director
Councillor Richard Cook, Chair Children & Young People Scrutiny Committee
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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

Date: 18 June 2014



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Councillor Phil Bale and Councillor Graham Hinchey
City of Cardiff Council
County Hall
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Dear Councillor Bale and Councillor Hinchey,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 June 2014
Draft Economic Development Directorate Plan**

On behalf of the Committee, thank you for attending the Policy Review and Performance Scrutiny Committee to aid the Committee's scrutiny of those areas of the draft Economic Development Directorate Delivery Plan which fall under the Committee's remit. We welcomed the opportunity to discuss the vision for Council's property portfolio and international policy with you both.

Following discussions at the meeting, we are looking forward to considering the Property Paving report at our next meeting on 1 July 2014, followed by the full Property Strategy in September or October 2014. The Leader will be well aware from his own time on the Committee that this is an area which we feel must be addressed as a matter of urgency. In particular, Members are concerned that a vision should be established for the Portfolio, which takes account not only the potential financial benefits which our assets can bring (either in terms of income or capital receipts), but also the community and social benefits which they can create. We must also stress that as changes to the portfolio progress, local Members must be fully involved in a timely manner. We recommend that this is firmly set out as part of the Property Strategy.

The Committee was particularly interested to hear from the Leader in terms of his work in increasing the Council's involvement in national and international city networks, and may schedule a further scrutiny of the outcomes of that work.

PTO



Thank you again for attending the Committee meeting. This letter does not require a formal response, but we look forward to working with you in the coming year.

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 Neil Hanratty, Director Economic Development
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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

Date: 18 June 2014



Councillor Sue Lent and Councillor Peter Bradbury
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Dear Councillor Lent and Councillor Bradbury,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 June 2014
Draft Communities, Housing and Customer Services Directorate Delivery Plan**

Many thanks for attending the Policy Review and Performance Scrutiny Committee to discuss the areas of the draft Communities Directorate Delivery Plan which fall under this Committee's remit. Please also pass Members' thanks to the officers who attended with you.

Members have appreciated the Cabinet's approach in bringing the draft Delivery Plans to Scrutiny for consideration as it has been very helpful in developing ideas for our work programme for the coming year. The implementation of SAP Customer Relationship Management in particular is something to which we are likely to return, as well as the overall Customer & Community Focus programme under Organisational Development.

Earlier in the meeting, the Committee had considered the draft Quarter 4 Performance Report. Following discussions with the Assistant Director regarding Connect to Cardiff call data and what it can reveal about the customer experience of Council services, we have recommended to the Leader and Councillor Hinchey that consideration is given to how this data can be included in quarterly performance reports in order to highlight any deterioration in services.

Members discussed the Neighbourhood Fund during the meeting in terms of the importance of the Council's relationship with Third Sector groups and welcomed your responses. We agree that Ward Member engagement is vital in this area. We went on to discuss the importance of managing customers' expectations, and feel that an honest reporting of performance, as well as clear corporate and directorate planning will help to do this. We also hope that the Cardiff Debate we enable this conversation to continue. A Member noted during the meeting that the Cardiff Debate had not been mentioned in the Delivery Plan. We recognise that this is an oversight given the timescales necessary in bringing the document to Scrutiny and welcomed officers' assurances that this would be rectified.



Thank you both again for attending the Committee meeting. This letter does not require a formal response, but I look forward to working with you again in future.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Sarah McGill, Director – Communities, Housing & Customer Services
Isabelle Bignall, Assistant Director – Communities & Customer Services
Rachel Jones, Operational Manager – Partnerships & Citizen Focus
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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

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Councillor Phil Bale and Councillor Graham Hinchey
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Dear Councillor Bale and Councillor Hinchey,

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 3 June 2014
Draft 2013-14 Quarter 4 Performance Report**

On behalf of the Committee, thank you for attending the Policy Review and Performance Scrutiny Committee to discuss the draft Quarter 4 performance report. Please also pass Members' thanks to the officers who attended with you. Members very much appreciated the approach which you have taken in bringing the draft report to the Committee before it is presented to the Cabinet and hope that this will continue in 2014/15.

In terms of the report presented, the Committee was pleased to note that its structure and substance has been updated and that an improved corporate overview has been developed. There were some inconsistencies and minor errors, but we recognise that officers had been working under pressure in order to prepare it for the meeting.

Members have for some time urged the customer point of view to be taken into account and were glad to see complaints and Member enquiry data contained within the report. However, we feel that the latter does not necessarily capture the whole gamut of enquiries with which Members deal on a regular basis; we hope that the report can be amended to include a more rounded picture or an explanation setting out any gaps in the information. Later in the meeting the Committee also considered the Communities, Housing and Customer Services Directorate Delivery Plan and discussed call data from Connect to Cardiff. We recommend that officers explore how this data (with a suitable narrative) can be usefully included in the report as it would seem to have the potential to highlight changes in the service delivery experienced by our customers.

The Committee was interested to hear that a version of the report is being developed which will be more suitable for engaging members of the public. We would like to have the opportunity to consider this once it comes to fruition. This may be a very useful tool in communicating with Cardiff citizens and managing expectations of service delivery in the future, something which the Committee believes is vital.

Members discussed Directorates' compliance with the Personal Performance and Development Review process, observing the regrettably low rates achieved by some of the smaller Directorates. Members felt that it may be understandable that larger Directorates with more frontline staff find it difficult to finish the process on time, but it is less so in small Directorates. Members explored with you and your officers how



compliance rates could be raised and were interested in Councillor Hinchey's comments that areas with significant fixed deadlines at the close of the year – for example Finance – may benefit from a staggered completion date compared to the rest of the Council. We recommend that this is explored further. We do however stress that the quality of objective-setting and performance reviews must not be forgotten. This is an issue to which the Committee may return as part of its 2014/15 work programme.

Members also discussed an issue which has been of concern to them for some time, in terms of the way in which Directorates manage their budgets in year. Given the seriousness of the financial challenge facing us, we hope that any predicted overspends will be vigorously challenged as part of the performance process. The Committee has previously commented that the Cabinet should return to publishing the position against individual savings targets with budget monitoring reports and hope that you will consider doing so in order to ensure that issues are highlighted appropriately.

The Committee noted your comments that the relationship between Cabinet and Directorate portfolios will be considered as part of the Organisational Development programme, and that the Council's structures 'from top to bottom' will also be addressed to ensure that they are fit for purpose. Having taken a keen interest in our senior management structure in the past, we would like to be involved as any proposals develop. A number of other issues were discussed during the meeting which the Committee may choose to explore as part of its 2014/15 work programme. These include the management development work mentioned by the Chief Executive.

At the same meeting, the Committee had the opportunity to consider a number of draft Directorate Delivery Plans, an exercise which was useful for setting the scene for the Committee's 2014/15 work programming. While we were largely positive about their contents, we were concerned that the challenge process around some of the targets contained in the Plans may have been insufficient. For example, many targets were static over several future years. While this may be appropriate in some cases, given decreasing budgets, we were not satisfied that it was appropriate to all. We hope that this is something which you will keep in mind during future planning and challenge processes.

Finally, Members of the Committee are keen to play an integral part in the new performance challenge arrangements which are now in place. Having largely concentrated on the overall performance management framework in the recent past, we would like to explore how we can play our part in raising the Council's performance levels in the coming year. Subject to formal agreement of our work programme, the Committee proposes to establish a standing panel which can scrutinise particular services' performance in depth throughout 2014/15. Given the Leader's comments at the end of the meeting, we hope this is something of which you will be supportive and that you will ask your officers to facilitate this process. We would welcome the opportunity to explore this with you both further.

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.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a long horizontal flourish extending to the right.

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

cc Councillor Graham Hinchey, Cabinet Member for Corporate Services & Performance
Paul Orders, Chief Executive
Christine Salter, Corporate Director Resources
Martin Hamilton, Assistant Director
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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DATE

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