

POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE

2 September 2014

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CORRESPONDENCE – INFORMATION REPORT

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**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.

**3 June 2014 meeting**

3. The Committee considered the Corporate Services Directorate Delivery Plan at this meeting. A copy of the Chair's letter is attached at **Appendix B**. The response is attached at **Appendix C**.

**1 July 2014 meeting**

4. The Committee considered the Budget Outturn at this meeting. A copy of the Chair's letter is attached at **Appendix D**. The Committee also considered the

County Clerk and Monitoring Officer Directorate Delivery Plan at this meeting. The Chair's letter is attached at **Appendix E**. The response is attached at **Appendix F**. Finally, the Committee received an update on the development of a Property Strategy at this meeting. The Chair's letter is attached at **Appendix G**.

### **Legal Implications**

5. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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

**Recommendation**

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

**MARIE ROSENTHAL**

County Clerk and Monitoring Officer

27 August 2014

Policy Review Performance Scrutiny Committee  
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response date	Response	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"> <li>- thanked the Leader and Cabinet member for bringing the report to Scrutiny before it was presented to the Cabinet;</li> <li>- welcomed the improved corporate overview and overall structure;</li> <li>- recommended that officers should explore the use of Connect to Cardiff data to improve the customer point of view;</li> <li>- asked for the opportunity to consider the report aimed at members of the public once it was developed;</li> <li>- noted regrettably low rates of Personal Performance &amp; Development Review completion, particularly in some smaller Directorates;</li> <li>- recommended that thought should be given to staggering PPDR completion dates, particularly for areas with end of year deadlines, such as Finance;</li> <li>- hoped that there would be ongoing and vigorous challenge of in-year Directorate overspends;</li> <li>- noted comments that a restructure may be imminent and asked to be involved in any decisions;</li> <li>- was concerned about the challenge process for Directorate Delivery Plans, around target-setting;</li> <li>- stated that they were minded to undertake detailed inquiry work into various aspects of performance in the coming year.</li> </ul>		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"> <li>- noted a number of areas for consideration in the 2014/15 work programme;</li> <li>- 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;</li> <li>- referred the issue of Schools' negative balances to the Children &amp; Young People Scrutiny Committee;</li> <li>- had concerns about some targets included in the Delivery Plan;</li> <li>- 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.</li> </ul>	29/07/2014	<ul style="list-style-type: none"> <li>- Agreed that a monthly budget monitoring report would be sent on an informal basis monthly from Month 3 onwards</li> <li>- A meeting has been set with the Committee Chairs to discuss budget scrutiny opportunities. The Cabinet may hold an additional meeting in September to discuss consultation on early budget decisions, which could be scrutinised in October or November</li> </ul>	None
01/07/2014	Budget Outturn 2013/14	Cabinet Member Corporate Services & Performance (Cllr Hinchey)	<p>Committee:</p> <ul style="list-style-type: none"> <li>- noted the significant Directorate overspends and shortfall in achievement of savings</li> <li>- noted that Month 2 indications were that there would be shortfalls against savings targets in the current year</li> <li>- reiterated the Committee request that additional in-year savings proposed should be scrutinised before approval</li> <li>- may choose to consider Invest to Save Schemes further in the coming year.</li> </ul>	N/A	None required	

Policy Review Performance Scrutiny Committee  
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response date	Response	Further Actions
01/07/2014	Property Update	Leader (Cllr Bale), Cabinet Member Corporate Services & Performance (Cllr Hinchey)	<p>Committee:</p> <ul style="list-style-type: none"> <li>- expressed its disappointment that the Property Paving report had not been made available despite considerable delays in progressing a Property Strategy and that a Paving report would go to Cabinet in July although it was not made available for scrutiny;</li> <li>- will schedule pre-decision scrutiny of the draft Property Strategy for its 30 Sept 2014 meeting;</li> <li>- will also schedule consideration of the Investment Property review and asked for the timing of this to be confirmed;</li> <li>- reiterated its recommendation that the Council's approach to its estate should not only take into account financial aspects, but also community, social and environmental needs of citizens and that this must be given prominence in the Paving report and Strategy;</li> <li>- asked that a way forward for future Hubs in Cardiff should be clearly set out as soon as possible, to alleviate the public's concerns;</li> <li>- recommended that asset management should take a medium to long-term view rather than a short-term annual point of view;</li> <li>- requested a list of the Council's non-operational/investment properties including details of lease and rental agreements;</li> <li>- requested details of what other Councils are doing in terms of managing their property, as previously recommended.</li> </ul>			
01/07/2014	County Clerk and Monitoring Officer Directorate Delivery Plan	Leader (Cllr Bale), Cabinet Member Safety Engagement & Democracy (Cllr De'Ath)	<p>Committee</p> <ul style="list-style-type: none"> <li>- was broadly content with the aspirations set out in the Plan although they recommended communication should be improved so that Members and stakeholders are effectively engaged;</li> <li>- recommended that the challenge process should be improved next year. In common with the other Plans the Committee has considered, there were weaknesses in this Plan's performance indicators, measures, targets and milestones</li> <li>- noted the County Clerk's assertion that the Communications Review will go to Cabinet in September so will schedule pre-decision scrutiny for 2 September;</li> <li>- recommended that more effort is made to ensure that Members are informed as changes in structures progress. Knowledge transfer remains a concern for the Committee.</li> </ul>	08/07/2014	<ul style="list-style-type: none"> <li>- The challenge process will be developed in time for next year's round of planning;</li> <li>- Steps have been taken to improve communications with Members and stakeholders;</li> <li>- The communications review and Strategy will be ready for the Committee's 2 Sept. 2014 meeting;</li> <li>- Performance measures set out in more detail and a Quarter 1 performance report provided</li> </ul>	None

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  
County Hall  
Cardiff  
CF10 4UW



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Tel: (029) 2087 2087

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

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,

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 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

**CABINET SUPPORT OFFICE  
SWYDDFA CYMORTH Y CABINET**

My Ref / Fy Ref: CM27851  
Your Ref / Eich Ref: T: Scrutiny/PRAP/  
Comm papers/Correspondence

Date / Dyddiad: 29 July 2014



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

Dear Councillor Howells

**Policy Review & Performance Scrutiny Committee 03 June 2014 -  
Draft Corporate Resources Directorate Delivery Plan**

Thank you for your letter in respect of the above and apologies for the delay in responding.

In respect of the two matters requiring a response, I think they have already been dealt with informally but for completeness I set out the following position.

**1. Monthly budget monitoring reports**

It has been agreed that these will be provided to you on an informal basis from Month 3 onwards in addition to those months when formal reporting to Cabinet takes place. This year we will be reporting Month 4 projections to Cabinet in September to ensure figures are as relevant as possible.

**2. Early consideration of the Budget Proposals**

I, together with Christine Salter, attended the recent seminar arranged by the Centre for Public Scrutiny. This was extremely useful and confirmed my view of the importance of good budget scrutiny. To this end, I am meeting with all Scrutiny Chairs on 28 August to discuss opportunities for working together on proposals for a productive budget scrutiny. In addition, the Cabinet may hold an extra meeting in September to consider consultation arrangements for a number of early budget decisions. It would be useful if you could engage with that process during your October or November meeting but we can discuss further when we meet next month.

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,  
CF10 4UW Tel / Ffon (029) 2087 2479





Yours sincerely,  
Yn gwyir,



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

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

Date: 8 July 2014

Councillor Graham Hinchey  
City of Cardiff Council  
County Hall  
Cardiff  
CF10 4UW



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Dear Councillor Hinchey,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 1 July 2014 Budget Outturn 2013/14**

On behalf of the Committee, many thanks to you and your officers for attending the Policy Review and Performance Scrutiny Committee to discuss the 2013/14 Budget Outturn. The Committee feels that it is even more important in the current financial climate that Scrutiny Committees are fully involved in the development and monitoring of the Council's budget, so were glad to have the opportunity to discuss this with you. We welcome your openness in bringing forward additional information to support the Committee's regular monitoring of the budget.

The Committee notes that the Council reached an overall balanced position, but that there were significant overspends in some Directorate budgets at year-end and a considerable shortfall in achievement of some savings targets. Officers reminded the Committee that the current year's budget had included sizeable realignments which it is hoped will ensure that Directorates' budgets come in on target, but that the Council is highly probable to face similar pressures in this financial year. We noted that early projections at Month 2 showed a shortfall against savings targets, albeit that this is smaller in percentage terms than projections at a similar point last year. It was clear from discussions that the Council must learn from experiences elsewhere in terms of improving its trend analysis and particularly in terms of learning from English local authorities which have undergone similar situations at an earlier stage than Welsh authorities have.

You informed the Committee that activity is ongoing to bring forward savings in-year as far as possible. Members would however like to reiterate their request that, if proposals are developed in year to achieve additional savings or to make up predicted shortfalls, these should be subject to proper scrutiny before they are agreed.

The Committee queried whether delays in implementing Invest to Save schemes were having an impact on the delivery of their intended benefits. We noted officers' comments that this should not have a significant impact, but we may choose to investigate this issue further as part of our 2014/15 work programme.



Thank you again for attending the Committee meeting; this letter does not require a formal response. I look forward to seeing you at Committee again in the autumn.

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 Christine Salter, Corporate Director Resources  
Marcia Sinfield, Operational Manager Project Accountancy  
Allan Evans, Operational Manager Service Accountancy  
Cabinet Office  
Members of the Policy Review & Performance Scrutiny Committee

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

Date: 8 July 2014



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Councillor Phil Bale and Councillor Dan De'Ath  
City of Cardiff Council  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor Bale and Councillor De'Ath,

### **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 1 July 2014 County Clerk & Monitoring Officer Directorate Delivery Plan**

On behalf of the Committee, thank you both for attending the Policy Review and Performance Scrutiny Committee to enable scrutiny of the County Clerk Directorate Delivery Plan. We would like to welcome Councillor De'Ath to his new Cabinet role and we look forward to working with him around the areas of democratic and citizen engagement and equalities in particular.

Members were broadly content with the aspirations set out in the Delivery Plan, although there was some discussion during the meeting about the need to ensure that Members and stakeholders are effectively engaged and informed where initiatives are under development. The Committee felt that that has not necessarily been the case to date, so hope that officers will make improvements in future.

The Committee has found common flaws in each of the Delivery Plans it has considered, in terms of performance measures and targets. It recommends that the challenge process is improved next year, so that this does not recur. Members recommend a number of amendments, particularly where performance indicator information is absent. Members pointed out the lack of an income target for advertising, for instance. There were also a disappointing number of performance measures and examples of evidence missing from the Directorate's action plan. Finally, Members found the read across between these two sections difficult and feel that a review of the structure of the Delivery Plan template would be useful.

The Committee noted that the Communications Review will, after some delay, now be presented to the Cabinet in September. We would therefore like to scrutinise this in pre-decision at our 2 September 2014 meeting.

On a smaller point, members of the Committee recommend that in this period of considerable change for the organisation, more effort is made to ensure that Members are kept up to date when officers upon whom they rely for information and support are leaving the Council. Whether the Members' newsletter is the appropriate medium for doing this, as discussed at the meeting, could be debated, but we recommend that this is pursued. The Committee has long underscored the importance of knowledge transfer as staff move out of the organisation and continue to believe that this is a cause for concern.



There are several recommendations in this letter, so I would be grateful for your response. Thank you again for attending the Committee meeting.

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 Marie Rosenthal, County Clerk & Monitoring Officer  
Paul Orders, Chief Executive  
Martin Hamilton, Assistant Director – Sport, Leisure and Culture  
Cabinet Office  
Members of the Policy Review & Performance Scrutiny Committee



Fy Nghyf / My Ref: CM28077  
Eich Cyf / Your Ref:

Dyddiad / Date: 24th July 2014

Councillor Nigel Howells  
Chair, Policy Review and Performance Scrutiny Committee  
Room 529  
City of Cardiff Council  
Atlantic Wharf  
Cardiff  
CF10 4UW

Annwyl / Dear Nigel

**Policy Review and Performance Scrutiny Committee 1<sup>st</sup> July 2014  
County Clerk & Monitoring Officer Directorate Delivery Plan**

Thank you for your letter dated 8 July addressed to myself and Councillor De 'Ath in relation to Directorate Delivery Plans, the County Clerk and Monitoring Officer Directorate Delivery Plan and the Communications Review we commissioned earlier this year.

**Directorate Delivery Plans**

We understand your concerns relating to the challenge process and the target setting, these have been taken into account as the process and timelines for developing next years delivery plans has been planned. The refreshed schedule has evolved accordingly and will accommodate more time for member and stakeholder engagement. This time will be used to ensure a robust challenge to each plan and focused, informed target setting.

**County Clerk and Monitoring Officer Directorate Delivery Plan**

We note your comments regarding the need to ensure that Members and stakeholders are effectively engaged and informed where initiatives are under development. Going forward, we will ensure that members of the Council are briefed on the content of initiatives being progressed by Democratic Services as they develop. We have initiated a monthly Members Newsletter as an early step in improving matters. We have also commissioned the scrutiny research team to undertake research that will inform the development of an information support service to assist members in fulfilling their many and various roles and responsibilities. We will be launching an all member survey next week to capture members' views about this and other members support services.

We look forward to updating your Committee in September on our plans for improving Public Engagement through an updated Communications Plan to deliver our ongoing Strategy to consistently deploy pro-active communications to enhance the reputation of the council, retain good staff and win additional resources for Cardiff. The recent independent APSE Review confirms that the communications team provides a value for money service to the council through its media team, various campaigns and internal communications team and design service. The financial outlook is clear that we now need to work with communities

**ATEBWCH I / PLEASE REPLY TO:**

Swyddfa'r Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW  
Ffôn (029) 2087 2500 Ffacs (029) 2087 2599

Leader's Office, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW  
Tel (029) 2087 2500 Fax (029) 2087 2599



and service uses in a new way which are much more able to involve people in shaping their public services.

### **Performance Measures and Targets**

In terms of performance measures and targets for the County Clerk's area we can confirm that the Democratic Services management team have identified seven strategic goals to be delivered in 2014/15. These are included in the introduction of the directorate delivery plan and are listed below:

1. Deliver a new Communication and Public Engagement Strategy.
2. Make council decision making more effective and efficient.
3. Strengthen the Scrutiny Function.
4. Ensure that Members, Council staff and Partners and the Public are well-informed.
5. Encourage greater public participation in local democracy.
6. Have clear and accepted standards of conduct for Members and staff and to take action against breach of these standards.
7. To deliver all associated action plans in relation to Welsh language legislation.

20 performance indicators have been selected to measure the effectiveness of each strategic goal and in broader terms the work of each delivery team. These are shown in the performance indicator table at the back of the delivery plan:

1. Communications and Public Engagement:
  - Number of Social Media Followers
  - Advertising and other income generated
  - Capital Times reader satisfaction
  - Number of Public Questions at Council
  - Number of Petitions at Council
2. Council Decisions:
  - Member Satisfaction with committee administration
  - Printing and Publishing of Council and Committee papers total expenditure
3. To ensure Members, council staff and partners and the public are well-informed
  - Percentage of Member PDRs completed (Members with special responsibilities)
  - Number of members transferring to mobile devices
4. Greater public participation in local democracy
  - Number of Electors on the electoral roll as a percentage of the adult population
5. Communication and Public Engagement Strategy
  - Number of Social Media Followers
  - Advertising and other income generated
  - Capital Times reader satisfaction
  - Number of Public Questions at Council
  - Number of Petitions at Council
6. Welsh Language Unit (as required by the Welsh Government)
  - Number and percentage of complaints received against the Welsh Language Scheme compared to the number of overall complaints received by the Council.
  - Percentage of frontline teams identified which have been assessed in accordance with the Welsh Language Skills Strategy, and the number of posts designated as 'Welsh essential'.

- Number of percentage of staff who have attended:
  1. Welsh Language Training
  2. Welsh Language Awareness TrainingCompared to the number and percentage of staff in the workforce.

The Glamorgan Archives is administered by the Glamorgan Archives Joint Committee, a Committee of councillors and co-opted members which meets four times a year. The Committee's remit is to develop and run a joint archive service for the six local authorities of Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Rhondda Cynon Taf and the Vale of Glamorgan. As such the Glamorgan Archives sit out outside the Democratic Services delivery plan. However, key service measures are:

- Percentage growth in take-up of volunteering opportunities
- Achieve target for conservation income generation
- Maintain 95% achievement of targets for remote enquiries
- Improved satisfaction ratings in Public Service Quality Group (PSQG) survey

The delivery plan contains 47 service commitments and 171 milestones. But, we do concede that there are some gaps in evidence references for milestones and key performance indicator targets. A new management team structure has recently been established and targets have since been agreed for all 20 key performance indicators. Improvements have been made to the directorate performance monitoring and analysis and we attach a copy of the quarter 1 position for information. We are confident these improvements will produce a robust business planning and challenge process next year.

Yn gywir,  
Yours sincerely,



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



**CYNGHORYDD / COUNCILLOR DAN DE'ATH  
AELOD CABINET DIOGELWCH, YMGYSYLLTU A DEMOCRATIAETH  
CABINET MEMBER FOR SAFETY, ENGAGEMENT & DEMOCRACY**





# Directorate: Democratic Services

Director: Marie Rosenthal

## Q1 20014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	0.94
PPDR Compliance (headcount)	47%

Councillor: Dan De'Ath

Budget	Projected Outturn	Variance	Variance (%)
4,183	4,183	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£454,000	£409,000	£45,000	10%

### Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 70% (33)	Amber 15% (7)	Red 2% (1)	N/A 13% (6)
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### Q1 Progress against Performance Indicators (8)

Green 63% (5)	Amber 25% (2)	Red 12% (1)
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### Progress on Challenges Identified Q3 (previous quarter)

1. Budget proposals for the 2014/15 financial year were discussed at Scrutiny Committee and agreed by Full Council on Thursday 27 February 2014.
2. European Election IER, Community Poll and By Election projects successfully implemented and elections successfully held.
3. Consideration ongoing regarding structure of key elements of service and services to Members.
4. A draft Communications and Public Engagement Plan has been prepared and will go to Cabinet and PRAP in September.

### Q1 Service Delivery

#### Budget Position

1. As at month 3, County Clerk & Monitoring Officer is projecting a balanced position.
2. Budget savings of £454,000 were agreed for 2014-15. As at month 3, £355,000 has already been achieved. The projected saving for the full year is £409,000, a shortfall of £45,000.

#### Directorate Delivery Plan

1. £51,064 of Welsh Government funding confirmed to deliver a Scrutiny Research project into appropriate joint working between internal scrutiny and external Audit, Inspection and Regulation (AIR) to ensure optimum levels joint working, and potentially reduce the burden of external regulation. Research into how far citizen and expert reference panels can inform the quality and outcomes of scrutiny in Cardiff has not been funded.
2. The Council has launched a web based Individual Electoral Registration facility to encourage greater public participation in local democracy.
3. Collating dossier of evidence to support WLGA Charter application.
4. Research brief confirmed to review current collaborative scrutiny arrangements with partner organisations, including a review of the current Local Service Board Scrutiny Panel. Meeting held with Director of Communities to discuss the review methodology.
5. Scoping project with Cabinet member, Scrutiny Chair and Director of Education to review arrangements to select LEA Governors.
6. The directorate have engaged with key partners and stakeholders discuss a University Engagement Programme to share resources and better links with university students. Scope to be established shortly.
7. Achieved a 50% reduction in printing and publishing of Council and Committee papers from £12,067 in quarter 1 2013/14 to £6,723 in quarter 1, 2014/15.

#### Management

1. Health and Safety - directorate health and safety action plan completed for 2014/15.
2. PPDR – objective setting will be completed now new management team established.
3. Sickness Absence – 0.94 FTE days against the directorate target of 5.8 FTE days.

# Directorate: Democratic Services

## Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Printing and Publishing of Council and Committee papers total expenditure (monthly) GC	£43,517	£6,723				10% less	Green
Number of Social Media Followers AM	26,866	27,982				10% increase	Green
Advertising and other income generated	£180,855	£5,200				£265,260	Red
<p>At this early stage in the financial year for campaigns and with only one edition of Capital Times having been printed income generation is traditionally low. There is also a delay in relation to booking of advertising spaces and journaling for the income to allow for the product to appear. The target is going to be challenging to meet due to the reduction in printed editions of Capital Times. Other ways of generating income are being explored including external sales of design services.</p>							
Number of Public Questions at Council	11	1				10% increase	Amber
Number of Petitions at Council	50	13				10% increase	Amber
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917				20% increase	Green
Achieve target for conservation income generation	£10k	£4,400				£10k	Green
Maintain 95% achievement of targets for remote enquiries	95%	100%				95%	Green

### Q1 Challenges Identified

1. progress the Council's WLGA Charter for Member development application
2. Review arrangements to select LEA Governors
3. Create a University Engagement Programme to share resources and better links with university students
4. Review predicted shortfall of advertising income
5. Commence benchmarking of services

### Q1 Actions being taken

1. Complete the evidence dossier to support the Council's application
2. Set up task and finish group with Scrutiny
3. Establish scope with key partners and stakeholders
4. Explore other ways of generating income including external sales of design services
5. Scope service to benchmark to include constitutional arrangements

# Directorate: Democratic Services

## Q1 Budget Position

Division	Net Budget (£000)	Projected Outturn (£000)	Variance (£000)	Comments
Monitoring Officer	289	291	2	
	<b>289</b>	<b>291</b>	<b>2</b>	
<b>Scrutiny Services</b>				
Scrutiny	542	501	(41)	£15k Inc shortfall & £56k cont from reserve
Members Library	4	4	0	
Committees	0	10	10	
Scrutiny Dev Fund / CPFS	(66)	(35)	31	£6k CPFS & £25k Scrutiny Dev
	<b>480</b>	<b>480</b>	<b>0</b>	
<b>Democratic Services</b>				
Central Services	621	621	0	£11k Webcasting
Leaders Office	3	3	0	
Cabinet Business Off	(11)	(11)	0	
	<b>613</b>	<b>613</b>	<b>0</b>	
<b>Electoral Services</b>	518	518	0	
	<b>518</b>	<b>518</b>	<b>0</b>	
<b>Member Services</b>				
Members Exps	1,823	1,833	10	£10k Braille Translation
Cabinet Member Exps	12	12	0	
Lord Mayor	4	0	(4)	
Co-Opted Members	12	12	0	
	<b>1,851</b>	<b>1,857</b>	<b>6</b>	
<b>Protocol Services</b>				
Protocol Events	29	32	3	
Civic Relations	137	137	(10)	
Civic Cars	4	3	(1)	
	<b>170</b>	<b>162</b>	<b>(8)</b>	
<b>Welsh Language Unit</b>	262	262	0	
	<b>262</b>	<b>262</b>	<b>0</b>	
<b>Total</b>	<b>4,183</b>	<b>4,183</b>	<b>0</b>	

# Directorate: Democratic Services

Councillor: Dan De'Ath

Director: Marie Rosenthal

## Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				Dir / AD
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Insufficient advertising income to meet budget savings target	Likely: Significant consequences (B:2)	Likely: Moderate consequences (B:3)	Other ways of generating income are being explored including external sales of design services.	Anna Meredith
Insufficient Scrutiny income to take forward projects	Very Likely: Moderate consequences (A:3)	Very Likely: Minor consequences (A:4)	Welsh Government and Centre for Welsh Scrutiny to develop a project	Paul Keeping

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Electoral Services Manager Vacancy	Very Likely: Moderate consequences (A:3)	Very Likely: Minor consequences (A:4)	Interim arrangements made for newly appointed Governance OM to manage Electoral Services.
Individual Electoral Registration June 2014	Likely: Moderate consequences (B:3)	Very unlikely: Minor consequences (D:4)	The Council has launched a web based Individual Electoral Registration facility.
European Elections May 2014	Unlikely: Significant consequences (C:2)	Very unlikely: Minor consequences (D:4)	Project successfully implemented and election successfully held.
Delay completing the Community Boundary Review	Likely: Significant consequences (B:2)	Likely: Moderate consequences (B:3)	Resources have now been identified to progress the Community Boundary Review with a Report to Cabinet and Council in October 2014. New timeline agreed with the Local Government Boundary Commission for Wales.

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

Date: 8 July 2014

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

## **POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 1 July 2014 Property Update**

Thank you for attending the Policy Review and Performance Scrutiny Committee to brief the Committee on progress with developing a Property Strategy.

The Committee was disappointed that the Property Paving report which had been scheduled for this meeting was not available in time for the Committee to scrutinise it, although we understood from the Director for Economic Development that it will now be presented to the Cabinet at its July meeting as planned. You will recall that the Committee has highlighted on numerous occasions the urgency with which this issue should be addressed. You made it clear that a Property Strategy will be presented to the Cabinet in October at the latest, so the Committee therefore wishes to have the opportunity to consider this in pre-decision at its 30 September 2014 meeting. We were grateful for your reassurance that you will ensure that there is sufficient time on the Cabinet's agenda for this important issue.

We were informed at the meeting that the non-operational, or 'investment', estate will be subject to a separate report, once an externally commissioned review of the estate is completed. We will therefore schedule a separate scrutiny to consider this in detail, so please confirm an appropriate timescale.

In terms of the information given at this meeting, the Committee largely welcomes the vision for the Council's estate, in terms of rationalisation; developing more effective public sector collaboration around property; and making sure the estate is fit for purpose and more accessible. However, we would like to reiterate our previous recommendation that the Council's approach to the management of its estate should take into account not only cost effectiveness and potential income, but must address how the estate can meet the community, social and environmental needs of citizens. Members were in agreement that the objectives set out in officers' presentation did not fully convey that the cost effectiveness of the estate is only one of several guiding principles in decisions regarding the Council's property. The definition of cost effectiveness must be dependent on the estate being fit for its identified community purpose. We recommend that community needs are given the prominence both in the Paving report and the Strategy.



The aims contained within officers' presentation referred to the vision of creating a network of Community Hubs across the city, centred on secondary schools. Committee discussed the seeming uncertainty around the future of the Community Hubs programme. We ask that you and Cabinet colleagues ensure that a way forward is decided as soon as possible and that it is clearly conveyed to the public, to provide reassurance for communities. An overarching Hubs Strategy is also needed as soon as possible.

Members also recommend that our asset management plan should take a medium to long term view of the estate, rather than taking a short-term annual point of view, again to ensure more public certainty.

There were two points about which Members requested further information and we would be grateful if this could be forwarded: a list of the Council's non operational/investment properties, including details of the leasing and rental agreements to which they are subject. We also asked for more details of what other Councils are doing in terms of asset planning. When the Committee considered the non-operational property review in April 2013, officers stated that work was ongoing to explore our performance in comparison with the Core Cities and that clear performance indicators must be developed for our estate. This was something that the Committee very much welcomed at the time and we look forward to the results of this work.

Thank you again for attending the Committee meeting. As there are recommendations and requests for information included in this letter, we would be grateful for a formal response. I look forward to seeing you at Committee again after the summer break.

Yours sincerely,



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

cc Neil Hanratty, Director Economic Development  
Charles Coats, Corporate Property & Estates Manager  
Cabinet Office  
Members of the Policy Review & Performance Scrutiny Committee