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**WORK PROGRAMME 2014/15**

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**Purpose of the Report**

1. To seek Members' approval for the Committee's 2014/15 work programme.

**Background**

2. The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). The Committee is tasked with constructing a work programme for the year ahead that ensures the time available to the Committee is used most effectively by considering items in a timely fashion that maximise the impact of scrutiny.
3. This Committee's terms of reference are founded on a corporate policy and performance overview responsibility as well as having responsibility for scrutinising a number of specific service areas. The full terms of reference are:
  - To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

Council Business Management and  
Constitutional Issues

Cardiff Local Development Plan

Cardiff Council Corporate Plan

Equalities

Strategic Policy Development

Finance and Corporate Grants

Strategic Programmes

Organisational Development

Community Planning & Vision Forum

E-Government

Voluntary Sector Relations

Information and Communication  
Technology

Citizen Engagement & Consultation

Council Property

Corporate Communications

Commissioning and Procurement

Contact Centre Services and Service  
Access

Carbon Management

International Policy

Legal Services

- To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
- To assess the impact of partnerships with and resources and service provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non governmental bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance and service delivery in this area.

4. Full Council on 29 May 2014 approved the following meeting dates for this Committee, which all fall on Tuesdays, starting at 4.30pm.

- 2 September 2014
- 30 September 2014
- 4 November 2014
- 2 December 2014
- 6 January 2015
- 3 February 2015
- 3 March 2015
- 31 March 2015
- 12 May 2015
- 2 June 2015
- 7 July 2015.

## **Work programming**

5. The work programme is normally constructed at the beginning of the municipal year but is updated and amended during the year in order to respond to urgent priorities or policy developments. Given the range of service areas and subjects covered by the Committee, the work programme needs to be carefully constructed to ensure that the time available to the Committee is most effectively used and to balance time invested against the potential impact of Committee's work. It also has to remain flexible in order to cover any urgent issues occurring through the year.
  
6. On 4 August 2014, Committee Members met to discuss potential work programme items. As a result a draft work programme has been developed and is attached at **Appendix A**. During this meeting Members agreed in principle to establish a standing Performance Panel to look at specific performance issues in depth each quarter. Discussions are also ongoing with regards to setting up a standing Budget Panel in conjunction with the other four Scrutiny Committees. Subject to confirmation of the details of this Panel, Committee Members have agreed in principle to support this work. Members may also wish to consider how to fit in further scrutiny of the issues raised by the Wales Audit Office Corporate Assessment and how this may link to the standing Performance Panel.

## **Legal Implications**

7. 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**

8. 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 discuss and agree its work programme for 2014/15.

**MARIE ROSENTHAL**

County Clerk and Monitoring Officer

27 August 2014

Policy Review & Performance Scrutiny Committee: Work Programme 2014-15											
02-Sep	30-Sep	04-Nov	02-Dec	06-Jan	03-Feb	03-Mar	31-Mar	12-May	02-Jun	07-Jul	OTHER ITEMS DATE TBC
<b>Corporate Plan &amp; Budget Development &amp; Delivery</b>											
<a href="#">Budget Strategy 2015/16 &amp; the Medium Term</a>	<a href="#">Budget Monitoring Month 4</a>	<a href="#">Early draft Corporate Plan 2015-17</a>	<a href="#">Budget preparation 2015/16 - Directorate briefings</a>	<a href="#">Budget Monitoring Month 6</a>	<a href="#">Budget Proposals 2015/16</a>	<a href="#">Budget Monitoring Month 9</a>	<a href="#">Directorate Delivery Plans</a>	<a href="#">Directorate Delivery Plans</a>		<a href="#">Budget Outturn</a>	
			<a href="#">Organisational Development update</a>	<a href="#">What Matters refresh</a>	<a href="#">Corporate Plan 2015-17</a>						
<b>Performance &amp; Improvement</b>											
<a href="#">Performance Report Qtr 1</a>	<a href="#">Vision Values Cabinet report</a>	<a href="#">Performance Report Qtr 2</a>		<a href="#">Voluntary Severance Scheme Review</a>		<a href="#">Performance Report Qtr 3</a>	<a href="#">Social Inclusion in Cardiff Council</a>		<a href="#">Performance Outturn</a>	<a href="#">International Links/ City Networks</a>	
<a href="#">Change Challenge Group update</a>	<a href="#">Investment Property review</a>	<a href="#">Change Challenge Group update</a>				<a href="#">Change Challenge Group update</a>	<a href="#">Strategic Technology Partnership</a>		<a href="#">Change Challenge Group update</a>		<a href="#">Public Sector Property</a>
<a href="#">WAO Corporate Assessment</a>	<a href="#">Communications Review/ Strategy &amp; Capital Times update</a>								<a href="#">Election management</a>		<a href="#">Welsh Language Standards</a>
	<a href="#">Draft Property Strategy</a>										<a href="#">Relationship with Third Sector</a>
	<a href="#">Public Engagement with Scrutiny inquiry response</a>										
<b>Re-shaping Services</b>											
<a href="#">Reforming Local Government White Paper</a>		<a href="#">Organisational Development - Strategic Commissioning/ Service Reviews</a>					<a href="#">Organisational Development - Engagement &amp; Improvement Programme</a>			<a href="#">Organisational Development - Customer Programme</a>	
		<a href="#">Organisational Development Cardiff Debate</a>									
<b>Committee Business Items</b>											
<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	<a href="#">Correspondence</a>	
<a href="#">Work Programme</a>				<a href="#">Work Programme update</a>					<a href="#">Work Programme</a>	<a href="#">Work Programme</a>	
									<a href="#">PRAP Annual Report 2014/15</a>		
<b>Improvement Inquiries</b>											
<a href="#">Performance Panel</a>		<a href="#">interim report</a>				<a href="#">interim report</a>			<a href="#">interim report</a>		

Pre-decision scrutiny  
 Monitoring report  
 Policy Review & Development  
 Information reports  
 Inquiries  
*italics* = date to be confirmed

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2014-15 - ITEM SCOPE**

Work Programme Topic	Potential Witnesses
<b>Corporate Plan &amp; Budget Development &amp; Delivery</b>	
<p><b>What Matters Integrated Partnership Strategy refresh - Cabinet report</b>                      The What Matters 10 year integrated partnership strategy - which brings together the Community Strategy, Community Safety Plan, Children and Young People Plan and the Health and Wellbeing Strategy - will be refreshed and should be available for January 2015, prior to approval by the Cabinet.</p>	<p>Leader                      Director Communities, Housing &amp; Customer Services</p>
<p><b>Corporate Plan 2015/17</b>                      To consider the draft Corporate Plan prior to its approval by the Cabinet, and to enable consideration of the Budget Proposals' alignment to corporate policy. Officers are aiming to produce an early consultation draft, which may be available in the autumn, though is subject to formal agreement</p>	<p>Leader                      Chief Executive</p>
<p><b>Organisational Development</b>                      The Committee will consider overall progress, achievements and direction at a strategic level, as well as scheduling more detailed scrutiny of specific programmes within its remit (see below).</p>	<p>Leader                      Cabinet Member Corporate Services and Performance                      Chief Executive                      Martin Hamilton</p>

<p><b>Directorate Delivery Plans</b> To consider achievements in the previous year, and challenges and objectives for the year ahead for the areas falling under PRAP's remit.</p>	<p><b>RESOURCES</b> Cabinet Member Corporate Services &amp; Performance Corporate Director Resources</p> <p><b>COUNTY CLERK &amp; MONITORING OFFICER SERVICES</b> Leader (Welsh language &amp; Communications) Deputy Leader (Democratic Services, Equalities) County Clerk &amp; Monitoring Officer</p> <p><b>COMMUNITIES</b> Cabinet Member Corporate Services &amp; Performance (Customer Services) Cabinet Member Community Development, Co-operatives &amp; Social Enterprise (Third Sector relations.) Director Communities, Housing &amp; Customer Services Assistant Director Customer Services</p> <p><b>ECONOMIC DEVELOPMENT</b> Leader (International Policy &amp; Non Operational Property) Cabinet Member Corporate Services &amp; Performance (Operational Property) Director Economic Development OM Strategic Estates</p>
<p><b>2015/16 Budget Strategy &amp; the Medium Term - Cabinet report</b> Approved by Cabinet in July 2014 establishing the Council's strategy for setting revenue and capital budgets. It also sets out the timetable for this year's budget process. As this was debated at Full Council, Committee will receive it for information only</p>	<p>None</p>

**2015/16 Budget preparation - Directorate briefings**

Directorate briefing packs regarding those Directorates which fall under its remit, in preparation for scrutiny of the Budget Proposals in February. This will set out the context under which Directorates are bringing forward budget proposals.

**RESOURCES**

Cabinet Member Corporate Services & Performance  
Corporate Director Resources

**COUNTY CLERK & MONITORING OFFICER SERVICES**

Leader (Welsh language & Communications)  
Deputy Leader (Democratic Services, Equalities)  
County Clerk & Monitoring Officer

**COMMUNITIES**

Cabinet Member Corporate Services & Performance (Customer Services)  
Cabinet Member Community Development, Co-operatives & Social Enterprise (Third Sector etc.)  
Director Communities, Housing & Customer Services  
Assistant Director Customer Services

**ECONOMIC DEVELOPMENT**

Leader (International Policy & Investment Property)  
Cabinet Member Corporate Services & Performance (Operational Property)  
Director Economic Development  
OM Strategic Estates



<p><b>2015/16 Budget Proposals</b>  To consider the proposals for the 2015/16 budget prior to their approval by the Cabinet to forward to Council. The Committee has a role in scrutinising the overall proposals and specific Directorates in its remit</p>	<p><b>OVERALL PROPOSALS</b>  Cabinet Member Corporate Services &amp; Performance  Chief Executive  Corporate Director Resources</p> <p><b>DIRECTORATE PROPOSALS:</b>  <b>RESOURCES</b>  Cabinet Member Corporate Services &amp; Performance  Corporate Director Resources</p> <p><b>COUNTY CLERK &amp; MONITORING OFFICER</b>  Leader (Welsh language, Communications)  Cabinet Member Safety Engagement &amp; Democracy (Democratic Services, Equalities)  County Clerk &amp; Monitoring Officer</p> <p><b>COMMUNITIES</b>  Cabinet Member Corporate Services &amp; Performance (Customer Services)  Cabinet Member Community Development, Co-operatives &amp; Social Enterprise (Third Sector etc.)  Director Communities, Housing &amp; Customer Services  Assistant Director Customer Services</p> <p><b>ECONOMIC DEVELOPMENT</b>  Leader (International Policy &amp; Investment Property)  Cabinet Member Corporate Services &amp; Performance (Operational Property)  Director Economic Development  OM Strategic Estates</p>
<p><b>Budget Monitoring 2014/15</b>  The Committee will receive Month 4 and Month 9 for information, and consider Month 6 and the Outturn report in depth, with witnesses attending. Should particular issues be raised through the year, the Committee will schedule additional scrutiny items as appropriate.</p>	<p>Cabinet Member Corporate Services and Performance  Corporate Director Resources  Relevant Cabinet Members &amp; Directors as required, if Committee wishes to explore issues in depth</p>

<p><b>Wales Audit Office Corporate Assessment</b>          To consider the WAO's Corporate Assessment of the Council and the Cabinet's response. A draft was received by the Council on 18 June to respond to in terms of factual accuracy. WAO were aiming to publish the final report by 31 July 2014, but it has not yet been published. Once released the work programme may need to be amended to reflect the issues raised.</p>	<p>Leader          Cabinet Member Corporate Services &amp; Performance          Chief Executive          Steve Barry - WAO</p>
<p><b>Performance &amp; Improvement</b></p>	
<p><b>Performance Monitoring - quarterly reports / Improvement Report</b>          To receive quarterly performance reports and the annual self assessment of how the Council is performing. The Committee has also indicated that it wishes to look at specific performance issues in depth in the coming year, through a standing Performance Panel/inquiry (see below)</p>	<p>Cabinet Member Corporate Services &amp; Performance          Chief Executive          Martin Hamilton</p>
<p><b>Public Engagement with Scrutiny inquiry response</b>          To consider the response to the Committee's inquiry</p>	<p>Cabinet Member Safety, Engagement &amp; Democracy          County Clerk &amp; Monitoring Officer          OM Scrutiny Services</p>
<p><b>Organisational Development - Change Challenge Group</b>          To receive updates on the work of the Change Challenge Group set up as part of the Organisational Development Programme. The forum is meeting quarterly. To be aligned with regular performance reporting where possible.</p>	<p>Leader          Cabinet Member Corporate Services &amp; Performance          Chief Executive          Martin Hamilton</p>
<p><b>Draft Property Strategy Cabinet Report</b>          It has been confirmed that this will go to October Cabinet</p>	<p>Cabinet Member Corporate Services &amp; Performance          Director Economic Development          OM Strategic Estates</p>

<p><b>Investment Property Review</b>  It was confirmed at 1 July 2014 Committee that a review of Non Operational or 'Investment' property had been commissioned from an external provider. The Committee has indicated that it wishes to consider the results once available.</p>	<p>Leader  Director Economic Development  OM Strategic Estates</p>
<p><b>Public Sector Property Collaboration Strategy/Strategic Property Partnership</b>  As set out in the Economic Development Directorate Delivery Plan, the Council is developing a Strategy for public sector property collaboration and approach to Property Partnership.</p>	<p>Leader  Director Economic Development  OM Strategic Estates</p>
<p><b>Voluntary Severance Scheme</b>  The Cabinet agreed as part of the Workforce Agreement to protect the current corporate Voluntary Severance Scheme until 31 March 2015, but to review the Scheme and implement any change from April 2015.</p>	<p>Cabinet Member Corporate Services &amp; Performance  Chief Executive  Chief HR Officer</p>
<p><b>Communications Review/Strategy &amp; Capital Times update</b>  Following on from the Peer Review recommendations, the Committee would like to consider the results of the commissioned review of Communications and the Council's resulting strategy. The County Clerk has confirmed that this will be presented in September.</p>	<p>Leader  County Clerk and Monitoring Officer  OM Communications &amp; Media</p>
<p><b>Vision, Values &amp; Corporate Planning Cabinet Report</b>  At its September meeting the Cabinet will consider a report setting out the Council's Vision &amp; Values, and a way to capture progress in delivering the Vision. It will also propose a framework for Corporate Planning. As an appendix to the report, a draft 'Liveable city' index is under development, which will allow the city to assess how far it is towards achieving its ambition of being the most liveable city in Europe. This index will then go out for consultation. The Visions report will go to Cabinet in September 2014 but is unlikely to be ready for the 2 September Committee meeting, but Committee could consider the draft Liveable city index on 30 September, in order to inform the version which then goes out for consultation</p>	<p>Leader  Chief Executive</p>

<p><b>Welsh Language Standards</b> To explore the Council's preparation and readiness to meet the new Welsh Language standards, once confirmed.</p>	<p>Leader County Clerk and Monitoring Officer Welsh Language Officer</p>
<p><b>Social Inclusion in Cardiff</b> Following on from the Committee's research into best practice elsewhere, the Committee will look at current activity led by Cardiff Council. To also include consideration of how the Council's procurement can be used to bring about community benefits.</p>	<p>Cabinet Member Safety, Engagement &amp; Democracy Cabinet Member Community Development Co-operatives &amp; Social Enterprise Director Communities Housing Customer Service OM Partnerships &amp; Citizen Focus OM Commissioning &amp; Procurement</p>
<p><b>Election Management</b> To consider voter registration and turnout, as well as the management of elections in terms of resourcing etc.</p>	<p>Cabinet Member Safety, Engagement &amp; Democracy County Clerk &amp; Monitoring Officer Returning Officer</p>
<p><b>Relationship with Third Sector</b> Suggestion that the Committee could explore 'how we may ensure that the current commissioning process may be made more accessible to smaller service providers to ensure that we are able to scope the full picture of any given service provision area'. This is an area which the Economy &amp; Culture Committee explored as part of its Small Business inquiry. TBC dependent on time available</p>	<p>Cabinet Member for Community Development, Co-operatives &amp; Social Enterprises Cabinet Member for Corporate Services &amp; Performance Director Communities, Housing &amp; Customer Service OM Commissioning &amp; Procurement</p>
<p><b>Strategic Technology Partnership</b> On 12 June 2014 Cabinet decided to allow the Strategic Technology Partnership with TCS to lapse in the autumn. Committee would like to consider the impact of this decision, plans for the future and lessons learned.</p>	<p>Cabinet Member for Corporate Services &amp; Performance Corporate Director Corporate Services ICT Service Manager Chief Enterprise Architect</p>
<p><b>International Links/City networks</b> To explore the purpose and effectiveness of the Council's involvement in city networks</p>	<p>Leader Chief Executive Director Economic Development? Head of Cabinet Office</p>
<p><b>Re-shaping Services</b></p>	

**Reforming Local Government White Paper**

Following on from the publication of the Williams Review and the Reforming Local Government White Paper 'Devolution, Democracy and Delivery', the Committee would like to discuss the preparation of the Council's response and what work is being undertaken to prepare for reorganisation

Leader  
Chief Executive

<p><b>Organisational Development - Strategic Commissioning Programme/Service Reviews</b>  To consider the overall structure, aims and delivery of the programme as well as the service review methodology and the planned programme of activity.</p>	<p>Cabinet Member Corporate Services &amp; Performance  Corporate Director Resources  OM Commissioning &amp; Procurement</p>
<p><b>Organisational Development Customer Programme</b>  To consider the overall structure, aims and delivery of the programme. The Programme is split into two workstreams, Customer and Back Office, which could be considered separately.</p>	<p>Cabinet Member Corporate Services &amp; Performance  Director Communities, Housing &amp; Customer Services  Assistant Director Communities &amp; Customer Services</p>
<p><b>Organisational Development - Engagement &amp; Improvement Programme</b>  To consider the overall structure, aims and delivery of the programme. Committee is particularly interested in considering the Council's approach to workforce planning (though this could form part of its performance reviews)</p>	<p>Cabinet Member Corporate Services &amp; Performance  Director Strategic Planning (Programme lead)</p>

<p><b>Cardiff Debate</b>  The Council has recently commenced a three-year programme of engagement with communities. Committee would like to consider interim results to use the programme to inform its scrutiny of the Corporate Plan and Budget (and other areas as appropriate). It also wants to consider the effectiveness of the programme itself. Workshops are currently being planned across the city to explore budget priorities further. The Committee could request to participate or ask for a session to opened to Scrutiny Members.</p>	<p>Leader  Director Communities, Housing and Customer Services</p>
<p><b>Briefing reports</b></p>	
<p><b>Corporate Complaints Annual Report</b>  Committee received this for information only in 2014/15 - possibly email separately?</p>	<p>Email for info</p>
<p><b>Correspondence Report</b>  To update the Committee on responses from Cabinet to Committee letters</p>	<p>None</p>
<p><b>Work Programme Reports</b>  To update the Committee on amendments to and progress with the Committee's work programme and to set the work programme each year.</p>	<p>None</p>
<p><b>Audit Committee Minutes</b>  The Committee receives copies of the Audit Committee's minutes for information.</p>	<p>Email for info</p>
<p><b>Corporate Risk Register - 6 month report</b>  Could be emailed for information, rather than included as a Committee paper</p>	<p>Email for info</p>
<p><b>Corporate Risk Register - year end report</b>  Could be emailed for information, rather than included as a Committee paper</p>	<p>Email for info</p>

<p><b>Annual Governance Statement</b> Could be emailed for information only</p>	<p>Email for info</p>
<p><b>PRAP Annual Report 2014/15</b> For agreement prior to presentation to Council in May/June 2015.</p>	<p>None</p>
<p><b>Task &amp; Finish Inquiries</b></p>	
<p><b>Information Governance</b> To receive the Inquiry group's report</p>	<p>None</p>
<p><b>Performance Panel</b> The Leader has asked the Committee to consider performance issues in more depth. The Committee has discussed establishing a working group to look at specific issues on a quarterly basis. Membership will be flexible. Areas for consideration will be determined when the Committee receives the quarterly performance reports</p>	<p>TBC As appropriate</p>
<p><b>Budget Scrutiny Panel</b> The Cabinet Member for Corporate Services and Performance has expressed an interest in developing a Budget Scrutiny Panel. Details of this are yet to be discussed with the Chairs in terms of scope and resources, but the Committee has indicated they would like to participate.</p>	<p>TBC</p>
<p><b>Joint Scrutiny</b></p>	
<p><b>Citizen Hubs - Joint Scrutiny</b> To participate in sub-committee in conjunction with other Committees as required.</p>	
<p><b>Infrastructure alternative delivery models project</b> Already agreed - joint inquiry, led by the Environmental Scrutiny Committee</p>	