



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 25 SEPTEMBER 2019, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Henshaw, Lister, Mackie and McKerlich

1 **Apologies for Absence**

To receive apologies for absence.

2 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 **Minutes** (*Pages 3 - 8*)

To approve as a correct record the minutes of the previous meeting.

4 **Capital Ambition Delivery Programme** (*Pages 9 - 38*)

Develop a framework for 6 monthly overview monitoring of the Programme.

5 **Capital Ambition Delivery Programme - Smarter Working Project** (*Pages 39 - 58*)

Briefing on a new CADP project to corporately address agile working, encompassing technology, the physical office environment and culture.

6 **Annual Work Programming 2019-20** (*Pages 59 - 76*)

Consider and agree the Committees Draft Work Programme 2019/20.

By receiving this Agenda Pack electronically you have saved the Authority approx. £4.40 in printing costs

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

7 Forward Work Programme (*Pages 77 - 84*)

8 Correspondence (*Pages 85 - 150*)

9 Urgent Items (if any)

10 Way Forward

11 Date of next meeting

16 October 2019 at 4:30pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 19 September 2019

Contact: Kate Rees,

029 2087 2427, kate.rees@cardiff.gov.uk

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

10 JULY 2019

Present: Councillor Walker(Chairperson)
Councillors Berman, Henshaw, Lister, Mackie and McKerlich

11 : APOLOGIES FOR ABSENCE

Councillor Bowen-Thompson

12 : DECLARATIONS OF INTEREST

COUNCILLOR	ITEM	REASON
Mackie	Annual Wellbeing Report	Family Member Head of Integrated Care

13 : MINUTES

The minutes of the 12 June 2019 were signed as a correct record and signed by the Chairperson.

14 : CALL-IN CARDIFF BUS - LOAN FOR ACQUISITION OF ELECTRIC VEHICLES

The Committee considered a call-in by a non-executive Councillor for Decision CAB/19-20/5.

The reasons set out by the non-executive Councillor for calling in the decision were: "I am gravely concerned about the security the Council will seek and am of the view this should have formed part of the decision making process, before proceeding to determine the loan. Questions of security are material to the decision – what if insufficient security can be sought? These are points which should be clearly set out and scrutinised".

RESOLVED: The Committee AGREED: Appendix 1 of Appendix A of the report was exempt from publication as it contained exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. The public were excluded from the meeting by resolution of the Committee pursuant to Section 100 (4) of the Local Government Act 1972 during discussion of this item.

RESOLVED: The Councillor AGREED to be kept updated on the information in relation to the loan going forward.

RESOLVED: The Committee AGREED to note the comments of the Councillor and take no further action.

The Committee welcomed the following:

- Councillor Huw Thomas, Leader of the Council
- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance
- Paul Orders, Chief Executive
- Gareth Newell, Head of Partnerships and Performance
- Dylan Owen, Head of Cabinet Office

The Chairperson invited Councillor Thomas to make a statement.

Councillor Thomas explained that the report provided an assessment of the progress made in delivery of the administration's Capital Ambition priorities as outlined within the Corporate Plan 2018-21. A wide-ranging programme of commitments for Cardiff was being taken forward, including proposals and a programme of action to continue to drive the city's economy forward, whilst ensuring that all residents felt the benefits of success.

The Chairperson thanked Councillor Thomas.

The Committee received a presentation which outlined the following:

- Capital Ambition: Annual Performance Report
- Corporate Planning: Plan, Do, Review
- Self-Evaluating Performance, How we form Judgements
- Aggregate Performance Picture
- Cardiff is a Great Place to Grow Up
- Cardiff is a Great Place to Grow Old
- Supporting People Out of Poverty
- Safe, Confident and Empowered Communities
- A Capital City that Works for Wales
- Cardiff Grows in a Resilient Way
- Modernising & Integrating our Public Services
- Corporate Improvement Priorities:
 - Looked After Children and outcomes for vulnerable children
 - Waste Management and Street Scene services
 - Sickness Absence
 - Corporate Landlord
 - Financial Pressures.
- Way Forward

The Chairperson invited the Committee to ask questions.

The Committee referred to the terminology in the report, evidencing a variety of ratings and the mixture of different status sets which did not provide the clarity necessary to those reading the report.

The Committee was advised of the improvement process and the mechanisms for reporting the information.

Members of the Committee drew attention to the Objectives and the Self-Assessment of Performance and how these were measured.

- Modernising and integrating our public services – missed 35%
- A Capital City that works for Wales – 50%
- Cardiff is a great City to grow up – 65%

What methodology was being used to arrive at the statistics and what assurance could be provided in relation to the evidence of scrutiny of performance?

The Committee was advised that the collection of data was supplemented with evidence from the assessment of auditors, regulators and inspectors as part of the self-evidence process. It was recognised that issues had been experienced in Waste Management but progress was being realised.

It was essential to draw out improvement priorities and for key issues 12 months should be added to the outcomes to reflect the results. Challenging comparative information over the last 5 years to address data set and how this comparative data could be looked at.

Members of the Committee requested additional information regarding the 'Cardiff grows in a resilient way' relating to the areas of improvement and the progress being made.

The Committee was advised that a rapid response for the Clean Air programme would be in place by 2021.

The Committee was concerned that performance data, 25% of the Key Performance Indicators was not available and not explained in the report.

Members were advised that the majority of the information related to Adult Social Services which were new targets relating to the Social Services Wellbeing Act which had been introduced into the Corporate Plan.

The Committee drew attention to information relating to Corporate Landlord, the 2 years backlog of £100M' which was out of date. The actual figure for the essential maintenance was estimated to be £250M, which was a significant figure especially when a high volume of schools were involved.

Members were informed that the differing figures suggested regarding the backlog of works related to the inclusion of either or both of the Operational or Non-Operational Estate. An Asset survey would be completed in the near future and clearer information would be available to manage the ongoing maintenance needed. The Committee also re-iterated their concerns of the significant issues of the Schools estate and the parks of the city.

The issues of the School's Estate was discussed which included Health and Safety risks and priorities being experienced in schools.

The Committee was advised that whilst there was an increase in Independent Fostering Associations, greater focus was being directed towards bringing more provision back in-house.

The Committee discussed the credibility of the data and how the targets were being stretched, including an explanation in the report to outline this.

Members referred to “Supporting People out of Poverty” – Good Progress and asked if a KPI could be established to address the Living Wage.

The Committee was advised that a new KPI could be taken on board through the Corporate Plan process.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Members on behalf of the Committee to convey their comments and observations.

16 : CARDIFF WELL-BEING PLAN 2018-2023

The Chairperson introduced the following:

- Councillor Huw Thomas, Leader of the Council
- Paul Orders, Chief Executive
- Gareth Newell, Head of Partnerships and Performance
- Dylan Owen, Head of Cabinet Office
- Maria Battle, Chair of Cardiff and Vale University Health Board
- Dr Sian Griffiths

The Chair welcomed Councillor Thomas to make a statement.

Councillor Thomas thanked the Public Service Board for the work that had been carried out in relation to uniting public services.

Councillor Thomas thanked Maria Battle for her contribution to the Public Service Board as she was leaving UHW.

The Committee received a presentation from Gareth Newell which outlined the following;

- Cardiff Public Service Board
- Cardiff’s Well-Being Plan
- Cardiff’s Well-Being Plan – Delivery
- Annual Report
- Cardiff in 2019
- Cardiff’s Demography & Well-Being: An overview
- Objective 4: Cardiff is a great place to grow up
- Next Steps

The Chairperson invited the Committee to ask questions.

The Committee were advised of the joint working practices in place which supported the citizen and supported wellbeing as a whole. The focus was directed towards Health & Wellbeing, Social Services, Education and Transport. A difference could be seen across the city with the introduction of the Nextbike scheme, Clean Air programme and enhanced quality of life. Further, the introduction of the “Get me Home” programme supported people leaving hospital and being independent in their own homes. Healthy travel was essential and being supported by the Nextbike Scheme.

The Committee were told of the plans in place to deal with BREXIT and how the services had developed an Emergency Management Plan which was co-ordinated on a regional basis to support services going forward.

Members were informed of the focus directed towards data sharing and how joint working had enabled collective thinking that supported the citizen.

It was recognised funding pressures were being experienced however, with the development of “core office” buildings progress in Health and Social Care was being realised. Improvements in Environment and Transport could be seen with Air Quality being a number one priority. Funding relied on collective resources which also included police provision and an international care fund grant, which focused on the individual.

The Committee was advised of the BREXIT plans in place to deal with a “no deal” scenario. These included supply chains, contracts, staffing issues and community cohesion. The partners met on a monthly basis to address and prepare for the situation going forward.

The Committee were keen to be updated on Core Office accommodation in the city between partners.

Members were informed that a wide range of locations were being looked at for collaborative working which involved Health and the Police but as yet there was no final position on the matter.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Members on behalf of the Committee to convey their comments and observations.

17 : FORWARD WORK PROGRAMME

The Committee considered its Forward Work Programme and discussed items to be considered at the meeting scheduled for September 2019.

18 : DATE OF NEXT MEETING - 25 SEPTEMBER 2019

The meeting terminated at 7.10 pm

This page is intentionally left blank

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

25 September 2019

Capital Ambition Delivery Programme - governance

Reason for the Report

1. To develop and agree a way forward for overview scrutiny of the Capital Ambition Delivery Programme to strengthen the role of scrutiny in engaging with the Programme and increase accountability.

Background

2. The Committee has responsibility within its Terms of Reference for scrutiny of the Council's Strategic Programmes and, since March 2019, has engaged with the Capital Ambition Delivery Programme a number of times. Members received separate briefings on the two strands of the Programme at its March and April meetings respectively, and in May considered a Wales Audit Office published report following its review of governance arrangements for the Programme in practice, undertaken between September 2018 and March 2019.
3. A key Proposal for Improvement of the WAO review was that *'the Council needs to strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the Programme to increase accountability and help provide momentum.'* To address this Proposal the Committee has been offered a six monthly overview report. This oversight report would be in addition to scrutiny of key projects within the Programme that fall within its Terms of Reference.
4. The Programme has been in place since December 2017, with corresponding governance and performance management arrangements. Its aim is to give impetus to

the implementation of the Administration's agenda, and to refocus services to meet the challenges faced by the Council and the City's wider public services.

5. As a statement of the Administration's priorities and principles for change, the four priorities of Capital Ambition, **Working for Cardiff; Working for Wales; Working for the Future; and Working for Public Services**, is composed of **Modernisation** (transformation of corporate systems and processes that support service delivery) and **Resilient Services** (transformation of front-line services) strands.

Structure of the Papers

6. To facilitate the scrutiny the following appendices are attached to this report:
 - a. **Appendix 1a** – Portfolio structure chart for Modernisation portfolio
 - b. **Appendix 1b** – Portfolio structure chart for Resilient Services portfolio
 - c. **Appendix 2a** – Progress update – Modernisation projects
 - d. **Appendix 2b** – Progress update - Resilient Services projects
 - e. **Appendix 3** – Proposed dashboard for six monthly scrutiny monitoring
 - f. **Appendix 4** – Presentation

Issues

7. The Modernisation portfolio is overseen by the Corporate Director Resources, and has three programmes, Corporate Landlord, Digital First and Service Reviews (see **Appendix 1a**). The Resilient Services portfolio is overseen by the Corporate Director People & Communities, and has four programmes, Improving Outcomes for Children, Improving Outcomes for Adults, Inclusive Growth and Street Scene (see **Appendix 1b**).
8. Since its conception the Programme has been supported by the Chief Executive and the Senior Management Team in consultation with the Leader and Cabinet Member for Finance, Modernisation and Performance. A review of the Programme is presented annually to Cabinet, supported by quarterly meetings of the Cabinet Performance and Delivery Group. This Group has responsibility for driving forward the Reviews, and

ensuring that its span of projects are addressing the service challenges facing the Council.

9. The Portfolio Manager has drafted a quick reference guide of the delivery aims for each project, attached at **Appendices 2a and 2b**. He will deliver a presentation as at **Appendix 4**, intended to provide Members with an opportunity to influence the level of information that will enable them to effectively monitor the Programme on a regular basis.
10. The proposed dashboard at **Appendix 3** is offered as a suggested reporting format for discussion. The framework could include, for each project within each programme:
 - A RAG status – where if it is a red project Members could request a deeper dive at a future PRAP Committee, or refer to the Scrutiny Committee with the relevant Terms of Reference;
 - A list of key milestones for the projects;
 - Key high level comments from the Portfolio Manager; and
 - Highlighted key risks and issues.

Scope of the Scrutiny

11. Members will have an opportunity to co-produce a framework for 6 monthly overview monitoring of the CADP in response to the WAO Proposal for Improvement. The objectives of this scrutiny are to address the WAO Proposal for Improvement by clarifying the Committee's governance role and agreeing a 6 monthly reporting format. In addition the Committee may wish to consider its role in signposting any projects of concern within the Programme for consideration by other Scrutiny Committees

Way Forward

12. In attendance to facilitate Member engagement in the development of an appropriate framework of information for six monthly scrutiny monitoring of the Programme will be:
 - Chris Lee, (Corporate Director Resources)

- Sarah McGill (Corporate Director People & Communities); and
- Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)

13. The Cabinet Member for Finance, Modernisation & Performance has responsibility for the Programme but is unavailable to attend, however it is possible that the Leader will cover this item.

Legal Implications

14. 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

15. 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

16. The Committee is recommended to:

- a. consider the information provided at this meeting;
- b. agree the format and level of information that will enable effective oversight and scrutiny of the Programme;
- c. relay any comments or observations to the Cabinet Member and senior managers, for consideration and development of a future scrutiny reporting framework.

Davina Fiore
Director of Governance & Legal Services
19 September 2019

This page is intentionally left blank

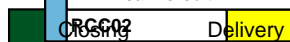


Portfolio Structure Chart (Draft)

13 September 2019

MOD02 - Corporate Landlord		MOD03 - Customer and Digital		Resources Management	
Programme RAG		Programme RAG		Programme RAG	
PFD	Christopher Lee	PFD	Christopher Lee	PFD	Christopher Lee
SRO	Neil Hanratty	SRO	Isabelle Bignall	SRO	Ian Allwood
PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas
Total Projects	7	Total Projects	9	Total Projects	3
People and Change PEX: Neil Hanratty PM: Simon Reynolds EC - EB01012		Care Finance PEX: Claire Marchant PM: Claire Hackett MO01014		Service Reviews PEX: Christopher Lee PM: Dean Thomas MOD051	
Architecture Technology PEX: David Lowe PM: Jo-Anne Phillips EC - EB0108		Hybrid Mail PEX: Ian Allwood PM: Claire Hackett MO0102		Workforce Strategy PEX: Christopher Lee PM: Philip Lenz MOD052	
2nd Generation Buildings Maintenance Framework PEX: Simon Reynolds PM: Nigel McCarthy EC - EB0109		Cardiff App PEX: Emlyn Nash PM: Richard Lewis MO0103		Medium Term Financial Strategy PEX: Christopher Lee PM: Ian Allwood MOD053	
Strategic Asset Management Principles PEX: Helen Thomas PM: Matthew Seymour Nicola John EC - EB0111		CitizenBot PEX: Rachel Bishop PM: Ben Rive MO0107			
Depot Rationalisation PEX: Matthew Seymour PM: Rebecca Duggan EC - EB0113		Education Information Management PEX: Neil Hardee PM: Rebecca Duggan MO0111			
Customer One Front Door PEX: Simon Reynolds PM: David Lowe EC - EB0114		Office 365 PEX: Isabelle Bignall PM: David Butler Richard Lewis MO011113			
Office Accommodation PEX: Helen Thomas PM: Nicola John EC - EB0115		HR Recruitment Portal PEX: Anne Fairclough PM: Nicola John MO01112			
		Smarter Working PEX: Christopher Lee PM: Nicola John MO0112			
		SharePoint (Doc Management) PEX: Isabelle Bignall PM: Lisa Meredith MO0112			

Project Stage Key:



On Hold

Planning/Initiation

Pre Start Up

Start Up

RAG Status Key:

Green

Amber/Green

Red/Amber

Red

This page is intentionally left blank



Portfolio Structure Chart (Draft)

13 September 2019

RS01 - Improving Outcomes for Children		RS02 - Improving Outcomes for Adults		RS03 - Inclusive Growth		Street Scene (Locality Programme)	
Programme RAG		Programme RAG		Programme RAG		Programme RAG	
PFD	Sarah McGill	PFD	Sarah McGill	PFD	Sarah McGill	PFD	Sarah McGill
SRO	Sarah McGill	SRO	Sarah McGill	SRO	Sarah McGill	SRO	Sarah McGill
PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas
Total Projects	5	Total Projects	5	Total Projects	5	Total Projects	4
Child Placements PEX: Deborah Driffield PM: Kate Hustler CAD-RS001		FPOC - Get Me Home PEX: Carolyne Palmer Lisa Wood PM: Rebecca Duggan RS0103		Social Responsibility PEX: Steve Robinson PM: John Paxton CAD-RS005		Information and Data PEX: Gareth Newell PM: Malcolm Perry RS0401	
Child Friendly City PEX: Suzanne Scarlett PM: Lee Patterson CAD-RS011		CRT Review PEX: Louise Barry PM: Rebecca Duggan RS0107		Improving Employer Engagement PEX: Jane Thomas PM: Helen Evans CAD-RS01		Enforcement PEX: Matthew Wakelam PM: RS0431	
Early Help PEX: Jane Thomas PM: Holly Tarren Sean Maidment CAD-RS08		Care & Housing Review PEX: Sarah McGill PM: Jane Thomas RS0110		Targeting of Support Services for the Most Vulnerable PEX: Jane Thomas PM: Suzanne Scarlett Helen Evans CAD-RS03		Service Integration PEX: Sarah McGill PM: Ellen Curtis RS0432	
Children's Services Workforce Planning PEX: Deborah Driffield PM: Jo-Anne Phillips CAD-RS15		Dementia Friendly City PEX: Claire Marchant PM: Nicola Pitman RS0112		Work Experience and Volunteering PEX: Jane Thomas PM: Hayley Beynon Brown Helen Evans CAD-RS04		Engagement and Communication PEX: Matthew Wakelam PM: RS0434	
Disability Futures PEX: Claire Marchant PM: Eve Williams CAD-RS50		Home Care & Support PEX: Claire Marchant PM: RS0323		Into Work Service Development PEX: Jane Thomas PM: Helen Evans Hayley Beynon Brown CAD-RS05			

Project Stage Key:



Closing



Delivery



On Hold



Planning/Initiation



Pre Start Up



Start Up

RAG Status Key:



Green



Amber/Green



Red/Amber



Red

This page is intentionally left blank

Progress Update – Modernisation Portfolio

A brief summary of the delivery aims for each current project within the Modernisation Portfolio.

Corporate Landlord

1.1 People and Change Project

This project aims to deliver a new model to deliver the County Estates structure through the three functional areas of Strategic Asset Management, Capital Projects and Property Services.

1.2 Customer One Front Door Project

A key deliverable within the corporate landlord model is the development of a 'One Front Door' contact point for all property related communications. This is a single point of contact and is managed through the County Estates service desk.

1.3 Architecture Technology Project

The project was initiated in order to design and implement an architecture to support the Corporate Landlord model. The architecture will cover the data and IT systems and establish the 'master property data' leading to accurate, timely, appropriate data to enable better decision making.

1.4 2nd Generation Buildings Maintenance Frameworks Project

This project was required to put in place appropriate building maintenance arrangements from the end of the current Framework (June 2017) until the commencement of the new Frameworks (Oct 2018), and to procure and implement a new non-domestic building maintenance framework.

1.5 Strategic Asset Management Principles Project

Alongside the development of the Corporate Landlord model, the Council has an established Corporate Property Strategy 2015-2020 focussing on a programme of property modernisation, rationalisation and collaboration with other service areas and other partner organisations.

Another element to this project relates to the gathering of data on the condition of the estate as well as providing strategic information for corporate decision making.

Customer and Digital

2.1 Hybrid Mail Project

The Hybrid Mail solution will drive a council-wide approach, supporting improvements in the current postage process and management information and resulting in cost and efficiency savings.

2.2 Cardiff App Project

The Cardiff.gov app offers residents a smarter way to connect with Council services on a 24/7 basis.

2.3 CitizenBot Project

This project will aim to deliver significant benefits through the automation of service request and customer enquiry handling using artificial intelligence (AI) and machine learning.

2.4 Education Management Information Project

The primary purpose of the project is to improve information management systems and data analytics capability in relation to children and young people accessing education and related support services in Cardiff.

2.5 Office 365 Project

This project will implement the suite of products on offer with Office 365 across the council. The first phase is to roll out Exchange (email) online, Skype for Business online and access to the Office 365 portal and mobile apps.

2.6 SharePoint Project

SharePoint, as the council-wide Electronic Document and Records Management System, provides the opportunity to embed legislative requirements in relation to information governance into every day working practices, whilst also enabling the delivery of benefits by changing existing business processes around the way information is used, stored and made available.

2.7 Smarter Working Project

This project will ensure that there is a joined up approach in utilising the benefits gained from changing working practices, deploying new technologies and creating new working environments.

2.8 HR Recruit Project

This project has created an opportunity to review our HR recruitment software needs, assess what we need as an organisation to meet the Council's recruitment challenges, attract a more diverse pool of applicants, introduce a more cost, and time efficient recruitment process.

The aim of this project is to deliver a fully bi-lingual system in accordance with Welsh Language Standards, and a more cost effective fully integrated e-recruitment solution to attract a more diverse pool of high quality candidates to Cardiff Council.

2.9 Care Finance Project

This project will implement the Care Finance system into Social Services. Currently record service agreements are maintained in the CareFirst software system, but staff within the service all use other systems and spreadsheets for payments and billing. A number of different processes are followed in different areas of the business. By implementing Care Finance, these processes will become more efficient and standardised.

Resources Management Programme

3.1 Service Reviews

When developing the Capital Ambition Delivery Programme a need was identified for a multi-disciplinary team to offer assistance to a review of Council operations, both at a sub-service and cross-cutting level. The service area will be expected to lead the review and will be assisted by this team.

These short, sharp and focussed reviews will be targeted to ensure resources available are being used in the most effective way to achieve desired outcomes, and to identify savings to contribute to resolving the Medium Term Budget gap.

3.2 Workforce Strategy

To support the aims and deliver the objectives of the CADP requires the Council to have the right people, with the right skills, in the right place, at the right time and at

the right cost. Furthermore, in order to retain a talented workforce, it is important that employees want to work for the Council, and feel that they are valued and supported as individuals in accordance with the Council's values.

3.3 Medium Term Financial Strategy

To support the aims and delivery of a Medium Term Financial Strategy by ensuring that in respect to budget savings proposals or capital expenditure plans business cases are produced in a timely manner and fully reflect costs, risks and benefits associated with the proposals.

Progress Update - Resilient Services Portfolio

A brief summary of the delivery aims for each current project within the Resilient Services Portfolio.

Improving Outcomes for Children Programme

1.1 Child Placements Project

This project aims to develop an effective business model for the Fostering Service in Cardiff. This will focus on three key aspects of the service:

- The marketing of the Service and the recruitment of Foster Carers
- The support provided to Foster Carers once they have been approved
- The need to reduce the cost of Fostering to the Council

1.2 Child Friendly City Project

Cardiff Council and its partners have collaborated with UNICEF UK to embed a children's rights approach in planning and delivery of public services for children and young people. The vision is for Cardiff to be "*a great place to grow up*", defined as:

- A city with children and young people at its heart, where the voices, needs and rights of all children and young people are respected.
- A city where all children and young people, regardless of belief, ethnicity, background or wealth are safe, healthy, happy and able to share in the city's success.

Within the project, there are five key goals:

1. Every child and young person is valued, respected and treated fairly.
2. Every child and young person has their voice, needs and priorities heard and taken into account.
3. All children and young people grow up in a safe and supportive home.
4. All children and young people access high quality education that promotes their rights and helps them develop their skills and talents to the full.
5. Children have good physical, mental and emotional health and know how to stay healthy.

1.3 Early Help Project

The aim of this project was to implement a new delivery model for Early Help, as approved by Cabinet in October 2018, and which is part of the Council's Capital Ambition commitment.

The new model contains a new approach to family help and support based on three new family support services:

- A **Family Gateway** service to respond to all referrals, enquiries, offer information, and advice.
- A **Family Help** service to respond promptly to families who need some short-term support.
- A **Family Support** service, which is able to work with families with more complex or severe problems.

These services will refer into a range of other universal and specialist services operated by both council and partners to ensure that the families and children receive the help they need.

1.4 Children's Services Workforce Planning Project

The four priorities for this project are:

1. to recruit sufficient permanent, high quality staff with suitable qualifications and experience.
2. to retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the market place.
3. to support career development through student placements, progression to Advanced Practitioner and Manager Development Programme.
4. to develop an Exit Strategy for agency workers.

1.5 Disability Futures Project (DFP)

The vision for the population of disabled children, young people, adults and their families and carers is to have coordinated services that are integrated and work seamlessly in supporting those most in need across Cardiff and the Vale of Glamorgan.

Improving Outcomes for Adults Programme

2.1 First Point of Contact – Get Me Home Project

Through engagement with Health at the University Hospital of Wales, it was identified that access to Council Services and the hospital discharge process were in need of improvement.

The project has worked in collaboration with parallel initiatives, such as the review of CRT/Re-ablement, in order to ensure that services provided by the Council and the University Health Board can be delivered jointly and as effectively as possible.

The outcomes achieved by this project include:

- Created a highly skilled and knowledgeable team to provide a holistic and co-ordinated approach to patient discharge, improving the patient journey and increasing integrated working between Cardiff Council, Health & Third Sector partners.
- Ensure patients have access to the full range of services offered by the Preventative Services programme as well as community based social care services.
- Streamlining processes within IDS.
- Improving outcomes for patients and reducing demand on social services hospital team.

2.2 Review Community Resources Team Project

This project aims to design and implement a new pilot process, which will be run over the summer in 2019. The pilot is based upon the self-managing care teams using the Raglan Project approach. Small teams will be formed in two locations in the City to assess the viability of introducing and rolling out this model citywide.

This project has close dependencies with the hospital discharge process, as improved by the First Point of Contact – Get Me Home Project.

2.3 Care and Housing Review Project

In March 2019, Cabinet approved the Cardiff Older Persons' Housing Strategy 2019-2023. The Strategy includes an overarching vision *'to deliver the best housing outcomes for all older people in Cardiff'*.

To support this project, a Programme Board, with representation from all interested partners, was established in September 2017. A key part of the work programme will be to deliver the Regional Partnership Board commissioned report on the 'Assessment of Older People Accommodation, including care and care ready' by Housing LIN.

2.4 Dementia Friendly City Project

Dementia Friendly Cardiff officially launched in 2018 as a collaboration between Cardiff Council, the Alzheimer's Society and the Health Board.

The vision of this project is a city in which people affected by dementia, as well as their families and carers, can feel supported and live well with their diagnosis.

Inclusive Growth Programme

3.1 Into Work Service Development Project

The project will develop a fully integrated and comprehensive Into Work Service, which will bring together Council resources and outside funding streams including Welsh Government, Home Office and European Social Fund money.

The result will be an easy-to-access Gateway to employment support services.

This project will contribute to the Inclusive Growth Programme's vision by promoting employment opportunities to our most deprived citizens, reducing poverty and inequality. The "single view" approach will enable interventions to be better targeted, and the effectiveness of those interventions to be assessed more easily.

3.2 Improving Employer Engagement Project

This project will develop an employer engagement programme that will co-ordinate and manage a range of training, apprenticeships, and work experience and employment opportunities in the city.

The project will identify and understand the skills needed in the city of Cardiff in order to inform training and apprenticeship programmes. This work will include an understanding of the skills requirements of employers moving to Cardiff. The employer engagement officers will match and link in people with employers, offering a service for those who are looking to recruit.

3.3 Targeting of Support Services for the Most Vulnerable Project

The project will look at what data is held to specifically target the most vulnerable citizens in Cardiff for support. This will include the development of the current Capita One system to create an integrated information system for monitoring young peoples' pathways into education, training and work.

Support will be targeted at the following groups:

- Vulnerable young people who have no planned destination following compulsory schooling.

- People with additional needs (including those with disabilities, young parents, the homeless, refugees etc.).
- Individuals who have been affected by the benefit cap.

3.4 Work Experience and Volunteering Project

The Council's 'Volunteering Cardiff' Portal will be developed to provide a more coordinated approach to maximising volunteering and work placement opportunities across the city. These opportunities will be from all sectors and the portal will need to be promoted widely, so it truly acts as a one-stop shop. The portal will monitor the outcomes of these opportunities. It will be maintained and updated, in order to match suitable candidates to volunteering or work placement opportunities as they arise. Additional links will need to be made with external volunteering and work placement providers as a pathway into work for clients who require this.

The volunteering and work placement opportunities provided by Cardiff Council will be expanded, more joined up and promoted to widen the offer. Service areas may need help to support the take up of these placements.

3.5 Social Responsibility Project

This project links to all the projects within the Inclusive Growth Programme and will support the delivery of some of their success measures. The Socially Responsible Procurement Project aims to:

- Maximise the delivery of community benefits through Council contracts.
- Establish an online community benefits tool that:
 - enables contractors to accurately report on the delivery of community benefits and for contract managers to hold contractors to account, and
 - holds a menu of community benefits that the Council and partners would like to see delivered through Council contracts.
- Encourage key public sector partners in the City to also look to maximise the community benefits that they are delivering through their procurement spend.
- Establish Cardiff as a recognised 'real' Living Wage City.
- Promote the business benefits of Credit Union payroll schemes to Council contractors and support and increase in Credit Union members across the City.

Street Scene (Locality) Programme

4.1 Information and Data

The aim of this project is to capture, review and analyse all of the relevant data held by both the Council and partners in relation to street scene activity. A business intelligence system is being utilised to integrate the available data and build up a picture of issues on a local basis. The information has identified some significant variations in outcomes across the city and has identified areas for further enquiry. Early indications would suggest that a more tailored approach to service delivery would be required to address specific local issues.

4.2 Enforcement

This project will provide a clear understanding of what enforcement powers are available to all partners; to understand whether and to what extent those powers are being used and to consider is the exercise of those powers could be extended to a wider range of officers including volunteers.

The impact of the use of enforcement powers will also be considered.

4.3 Service Integration

The key aims for this project will be to review and capture the current services provided by both the Council and its partners for identified localities. A review of the budget for these services will also be included as part of this project and opportunities identified for service integration.

4.4 Engagement and Communication

This project will consider the effectiveness of current communication/ marketing channels and approaches across all partners. Testing for the effectiveness of messaging in this area is being considered along with a more locally focussed delivery for some campaigns.

This page is intentionally left blank



Delivering the Capital Ambition Programme Update for PRAP Scrutiny Committee September 2019

Page 31



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



Introduction

This update on the Capital Ambition Delivery Programme (CADP) will cover the following:

- Background
- Governance
- Current position
- Wales Audit Office Review
- Next Steps

Page 32



Background

- In December 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme (CADP), to lend impetus to the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.
- The CADP is composed of two discrete components:
 - **Modernisation:** Transformation of corporate systems and processes that support service delivery.
 - **Resilient Services:** Transformation of front-line services.

Page 33



Governance

- The Senior Responsible Owner for the Modernisation Portfolio is the Corporate Director Resources.
- The Senior Responsible Owner for the Resilient Services Portfolio is the Corporate Director People & Communities.
- Programme Boards have been established for each Programme, which report to SMT on a regular basis.
- The Capital Ambition Progress and Performance Group receive quarterly updates on Programmes that are being delivered as part of the CADP.
- All projects are managed through the Council's Portfolio, Programme & Project Management database.
- PRAP Scrutiny Committee received updates on the CADP in March, April and May 2019.
- PRAP Scrutiny Committee are engaged with elements of the programme such as Property, Digital and Workforce.



Current Position

- **Modernisation Portfolio** has the current Programmes:
 - Corporate Landlord
 - Customer and Digital
 - Resources Management
- **Resilient Services Portfolio** has the current Programmes:
 - Improving Outcomes for Children
 - Improving Outcomes for Adults
 - Inclusive Growth
 - Street Scene (Locality Programme)

Page 35



Wales Audit Office Review

- PRAP Scrutiny Committee received a report and presentation in May 2019 on the findings of the WAO review of the arrangements to support the CADP.
- The review looked at the governance arrangements in place for the CADP and it identified three proposals for improvement.
- One of these proposals was '***The Council needs to strengthen the role of scrutiny in engaging with the Programme to increase accountability and help provide momentum***'.



Discussion Points

- Define the Committee's governance role for the CADP.
- What information would Members like to receive to ensure the WAO proposal for improvement is being implemented.
- How would Members like to receive updates.
- How often should we be reporting progress into the PRAP Scrutiny Committee.

Page 37



This page is intentionally left blank

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

25 September 2019

Capital Ambition Delivery Programme – Smarter Working

Reason for the Report

1. To engage with the Committee on a key new project within the Modernisation Programme of the Council's Capital Ambition Delivery Programme (CADP), seeking Members views for inclusion within a Business Case to be submitted to the Investment Review Board in October 2019.

Background

2. The Council's four-year Capital Ambition Delivery Programme is the vehicle by which the Administration is implementing its priorities and principles for change to respond to the pressures affecting local public services.
3. From previous scrutiny Members are aware that the Programme's four priorities: **Working for Cardiff** (*Making sure that all our citizens can contribute to, and benefit from the city's success*); **Working for Wales** (*A successful Wales needs a successful capital city*); **Working for the Future**; (*Managing the city's growth in a sustainable way*); and **Working for Public Services** (*Making sure our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets*) contain a series of 'commitments for Cardiff' covering a wide-range of Council services.
4. The series of principles that will underpin the development of the Council in coming years are well documented as **Getting the Basics Right; Digital First; Putting**

Communities Front and Centre; Joining-up of Frontline Services; Purposeful Partnerships; and A New Deal with Citizens.

5. The Programme is composed of two portfolios, **Modernisation**: Transformation of corporate systems and processes that support service delivery and **Resilient Services**: Transformation of front-line services. The Smarter Working project sits within the Service Review strand of the Modernisation portfolio, as indicated in **Appendix 1**.
6. This Committee has responsibility within its Terms of Reference for scrutiny of the Council's Strategic Programmes and has received a full briefing on the Modernisation portfolio at its March meeting.

Structure of the Papers

7. The following appendices are attached to this report:
 - a. **Appendix 1** - Portfolio Structure Chart for the Modernisation Portfolio
 - b. **Appendix 2** - Project Mandate – Smarter Working
 - c. **Appendix 3** - Presentation – Smarter Working

Issues

8. The Council is currently rooted in Fixed Desk (inflexible) working, with an element of Agile (flexible) working developing within some Directorates. The Smarter Working project aims to increase productivity, and deliver services more effectively, by making flexibility the first choice of working styles.
9. Successful delivery of this project over the next three years will mean the Council is well on its way to becoming an organisation characterised by:
 - Well-designed workplaces supporting how people work best, with location options such as shared hubs, touchdown points across the City, Core Office building/s and home.

- Work undertaken in a variety of appropriately designed shared settings within those workplaces.
- IT that is convenient and works just as well in and away from the office
- Connectivity to colleagues and to data is provided from virtually anywhere
- Security and access arrangements make it easy and safe to work in a variety of settings
- Managers embracing and exploiting the flexibility, productivity and effectiveness offered by the changes within the workplaces

10. There are clear outcomes of adopting the Smarter Working principles such as:

- Greater productivity and services delivered more effectively
- The costs and environmental impacts reduced as space is shared and used more intensively
- People having more choice and autonomy about when, where and how they work, supported and connected by effective and appropriate use of technology
- People having the opportunity to lead more balanced and healthier lives

11. The project mandate (**Appendix 2**) makes clear that implementing the changes required to achieve Smarter Working will require effective liaison between senior managers, Strategic Estates and Corporate Landlord functions, ICT, Digital Services and HR People Services. Those management teams of services undergoing the transition will face rethinking the culture and management practices of the department.

Previous Scrutiny

12. Following a briefing on the Modernisation portfolio at the March 2019 meeting of this Committee, Members acknowledged that there were potential benefits for service areas to voluntarily undertake service reviews, but there did not appear to be a process or set of criteria for identifying those service areas which would benefit by having their services reviewed. In response the Cabinet Member explained that the service reviews carried out to date have been endorsed by the Senior Management Team. They are areas where it was felt a service review would lead to the identification of significant savings, and more efficient ways of delivering a service.

Both budgetary and performance data had been used to identify potential areas for service review.

13. Members have previously indicated that councillors could contribute to such selection, using appropriate criteria, and would welcome the opportunity to assist the identification and selection of those service areas which should be prioritised. This suggestion was welcomed and the Cabinet offered to share the new programme with the Committee for consideration. The Corporate Director Resources planned to engage with other Directors and their management teams during the early part of quarter 1 2019/20 to develop a new programme of service reviews.
14. The Committee re-iterated its view that benchmarking data should be utilised to determine what good practice looks like when reviewing performance, and be clearly set out in a service review terms of reference. Cabinet responded that during all service reviews, benchmarking data will be utilised where it is available. In addition, other local authorities would be contacted to learn from best practice. An example of this was the Civil Parking Enforcement review, where the review team obtained benchmarking data from councils including Bristol, Swansea, Bromley, Harrogate, Solihull, Sheffield and Bristol.
15. Similarly the Committee expressed an interest in understanding how the challenge of productivity measurement and improvement would feature in each review. Cabinet has explained that, during a review, current ways of working are analysed by both a senior business analyst and staff from the service area. Processes are reviewed to understand how service area staff currently operate, via staff workshops, one-to-one and observing staff carrying out their duties. A software tool called Engage Process is used to capture and analyse the process being reviewed and all processes are mapped using this tool. This is then used to evaluate process's lead-time, costs and more to automatically find bottlenecks, waste and duplication. From this analysis, new processes are mapped out, and by using the Engage Process software, cost savings associated with a new streamlined process are identified and captured.

Way Forward/Scope of the Scrutiny

16. The Project Executive for the Modernisation Portfolio is Chris Lee, Corporate Director Resources, and the Senior Responsible Officer Dean Thomas. Dean Thomas will deliver the presentation attached at **Appendix 3**. The following representatives will be in attendance to provide information and respond to Members lines of inquiry:

- Chris Lee, (Corporate Director Resources)
- Dean Thomas (Portfolio Manager, Capital Ambition Delivery Programme)

17. The Cabinet Member for Finance, Modernisation & Performance has responsibility for the Programme but is unavailable, however it is possible that the Leader will cover this item.

Legal Implications

18. 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

19. 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

20. The Committee is recommended to:

- a. consider the information provided at this meeting; and
- b. determine whether it wishes to relay any comments or observations to the Cabinet Member for consideration, particularly the prioritisation of service areas for inclusion in the rollout of the programme and future engagement with the Committee; and
- c. consider the requirements for further scrutiny of this issue.

Davina Fiore
Director of Governance & Legal Services
19 September 2019

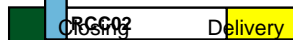


Portfolio Structure Chart (Draft)

13 September 2019

MOD02 - Corporate Landlord		MOD03 - Customer and Digital		Resources Management	
Programme RAG		Programme RAG		Programme RAG	
PFD	Christopher Lee	PFD	Christopher Lee	PFD	Christopher Lee
SRO	Neil Hanratty	SRO	Isabelle Bignall	SRO	Ian Allwood
PGM	Dean Thomas	PGM	Dean Thomas	PGM	Dean Thomas
Total Projects	7	Total Projects	9	Total Projects	3
People and Change PEX: Neil Hanratty PM: Simon Reynolds	EC - EB0102	Care Finance PEX: Claire Marchant PM: Claire Hackett	MO01014	Service Reviews PEX: Christopher Lee PM: Dean Thomas	MOD051
Architecture Technology PEX: David Lowe PM: Jo-Anne Phillips	EC - EB0108	Hybrid Mail PEX: Ian Allwood PM: Claire Hackett	MO0102	Workforce Strategy PEX: Christopher Lee PM: Philip Lenz	MOD052
2nd Generation Buildings Maintenance Framework PEX: Simon Reynolds PM: Nigel McCarthy	EC - EB0109	Cardiff App PEX: Emlyn Nash PM: Richard Lewis	MO0103	Medium Term Financial Strategy PEX: Christopher Lee PM: Ian Allwood	MOD053
Strategic Asset Management Principles PEX: Helen Thomas PM: Matthew Seymour Nicola John	EC - EB0111	CitizenBot PEX: Rachel Bishop PM: Ben Rive	MO0107		
Depot Rationalisation PEX: Matthew Seymour PM: Rebecca Duggan	EC - EB0113	Education Information Management PEX: Neil Hardee PM: Rebecca Duggan	MO0111		
Customer One Front Door PEX: Simon Reynolds PM: David Lowe	EC - EB0114	Office 365 PEX: Isabelle Bignall PM: David Butler Richard Lewis	MO01113		
Office Accommodation PEX: Helen Thomas PM: Nicola John	EC - EB0115	HR Recruitment Portal PEX: Anne Fairclough PM: Nicola John	MO01112		
		Smarter Working PEX: Christopher Lee PM: Nicola John	MO0112		
		SharePoint (Doc Management) PEX: Isabelle Bignall PM: Lisa Meredith	MO0112		

Project Stage Key:



On Hold

Planning/Initiation

Pre Start Up

Start Up

RAG Status Key:

Green

Amber/Green

Red/Amber

Red

This page is intentionally left blank

Project Title:	Smarter Working		
Project Executive:	Chris Lee		
Programme (if applicable):	Customer and Digital	Programme Ref:	MOD03
Senior Responsible Officer:	Dean Thomas		
Programme Manager:	Andrew Phillips		
Author:	Nicola John		
Date:	12.09.19	Version No:	V0.2

1. Overview of Project

Why are you doing this, what problem(s) are you trying to solve and what do you expect to achieve?

The way we work as an organisation is changing and the Smarter Working project will accelerate this change by looking closely at what we do and how we do it. Working smarter should be at the heart of transforming and streamlining our organisation.

Through this project, we are setting the vision that within the next three years Cardiff Council will be more efficient and a better place to work, where people:

- Focus on outcomes not process
- Are empowered by technology
- Work flexibly and cost-effectively
- Collaborate more effectively with other teams in their own department and other departments
- Maximise productivity and innovation while reducing environmental impact

Within the next three years, Cardiff Council will be well on the way to an organisation in which:

- Well-designed workplaces support how people work best, with location options such as shared hubs, touchdown points across the city, Core Office building/s and home
- Work is being done in a variety of appropriately designed shared settings within those workplaces, no longer tethered to a desk
- IT is usable, convenient and works just as well in and away from the office
- Connectivity to colleagues and to data can be provided from virtually anywhere
- Security and access arrangements make it easy and safe to work in a variety of settings
- Managers embrace and exploit the flexibility, productivity and effectiveness offered by the changes to our workplaces

Work in the 21st Century is about what you do, not where you do it. Strategic use of new technologies enables much of the work we do to be carried out from many other locations as well as offices. Smarter Working is about taking a comprehensive and strategic approach to modernising working practices across the organisation and is based on the following principles:

- Work takes place at the most effective times, respecting the needs of the task, the customer, the individual and the team
- Simplified collaboration and connectivity virtually everywhere means sharing information and working with others regardless of location
- Space is allocated to activities, not individuals, and not on the basis of seniority
- A flexibility first approach where flexibility is the norm rather than the exception. Everyone is assumed to be capable of Smarter Working without assumptions being made about people or roles
- A shared and agreed approach to Smarter Working balances the freedom to choose with the responsibility to meet business needs
- The processes people are asked to work with are continuously challenged to make sure they are fit for purpose
- Managing performance focuses on results and outcomes rather than presence

Filepath:	E:\CardiffData\AgendaItemDocs\217\6\AI00017672\tdmyhv5x.docx			Print Date:	19/09/2019
4.PQA.201	Issue 7.0	22 Sept 2014	Process Owner: Christine Salter	Authorised: Internal Audit	1 of 4

The outcomes of adopting the Smarter Working principles will be:

- Greater productivity and services delivered more effectively
- The costs and environmental impacts reduced as space is shared and used more intensively
- People having more choice and autonomy about when, where and how they work, supported and connected by effective and appropriate use of technology
- People have the opportunity to lead more balanced and healthier lives

Smarter Working in Practice

For service areas, this will mean a new approach to thinking about the way people work in terms of the Smarter Working principles.

The Smarter Working project will provide a strategic and business focused framework for adopting smarter, agile working as the norm. This will mean taking a proactive rather than a reactive approach to flexibility, by seeking out the benefits rather than waiting for individual employee requests. Limitations on flexibility need to be evidenced by clear operational need.

Management by results rather than presence, which is best practice, will become embedded as a core management competence.

Assessing the total costs of how we work should inform decisions about work styles. This includes both the financial costs and the environmental costs, for example in relation to use of buildings, resources and travel. Ultimately, the footprint of work is reduced.

Because of the increased flexibility and agility, departments will become more adaptable to change. For example, changes to organisational structure and changes to the number of staff will become easier to manage and involve less of the physical changes to workplaces that are currently involved.

Business continuity will be improved by the ability to work in an all-electronic environment and from a much wider range of locations. In effect, the office will become the network.

For individuals, this means being empowered to choose the best times and places to work, varying start and finishing times and choosing work settings that suit the nature of the task and personal preferences so that the job can be done well and quickly. Managers' focus on the output and employees choose how it is delivered.

As a result, trust-based relationships become central for both employees and managers as people take greater ownership of their work style.

This autonomy will increase the opportunity to lead more balanced and healthy lives. Smarter Working patterns also underpin and add new dimensions to diversity and equality.

Ultimately, there are benefits in Smarter Working for public service, for people and for the environment.

2. Dependencies, projected benefits and alignment

Implementing the changes will involve close liaison between senior managers, Strategic Estates and Corporate Landlord functions, ICT and Digital Services and HR, working with the management of the teams undergoing the transition and is likely to involve rethinking the culture and management practices of the department.

Stakeholder engagement with Members, Trade Unions and staff will be required throughout the project.

The project will be managed by the Capital Ambition Delivery Team as a corporate transformation programme in accordance with the Council's Programme and Project Management governance framework. The project will be delivered through the Capital Ambition Delivery Programme.

Filepath:	E:\CardiffData\AgendattemDocs\2\17\6\AI00017672\tdmyhv5x.docx			Print Date:	19/09/2019
4.PQA.201	Issue 7.0	22 Sept 2014	Process Owner: Christine Salter	Authorised: Internal Audit	2 of 4

Research and evidence gathered to date indicate that a benefits matrix would be likely to include:

- Increased productivity
- Improvements in business outcomes
- Improvements in the specific business processes and working practices targeted for change
- Cost savings
- Energy savings / carbon reduction
- Office space reduction
- Improved staff satisfaction
- Travel reduction – both business travel and commute travel
- Reduced absenteeism
- Improved staff retention
- Improved wellbeing

3. Additional Information

This could include anticipated sources of funding, costs, resources, known risks, special instructions and timescales

Business Case to be developed for submission into the Investment Review Board in October 2019.

4. Next Steps

Detail the next steps (e.g. activities needed for Project initiation)

- Agree Smarter Working vision and principles as outlined in the mandate
- Approve resource requirements
- Develop business case
- Identify funding
- Agree prioritisation criteria for service area roll out
- Identify and agree a pilot room
- Develop a communications strategy

Filepath:	E:\CardiffData\AgendaltemDocs\2\7\6\AI\00017672\tdmyhv5x.docx			Print Date:	19/09/2019
4.PQA.201	Issue 7.0	22 Sept 2014	Process Owner: Christine Salter	Authorised: Internal Audit	3 of 4

Document History			
Date	Version	Author	Amendments

SRO / Project Executive Comments:			
SRO / Project Executive:		Date:	

Approval to Proceed to Next Stage			
Approved by Project Executive:		Project Reference:	
Date Approved by Programme Board:		Decision Ref:	
Date Approved by IRB / OD Board (if applicable):		Decision Ref:	
Decision	Request Amendment	<input type="checkbox"/>	Request additional information <input type="checkbox"/>
	Approved for Project Initiation	<input type="checkbox"/>	Reject & Cancel <input type="checkbox"/>
Comments			



Smarter Working

September 2019

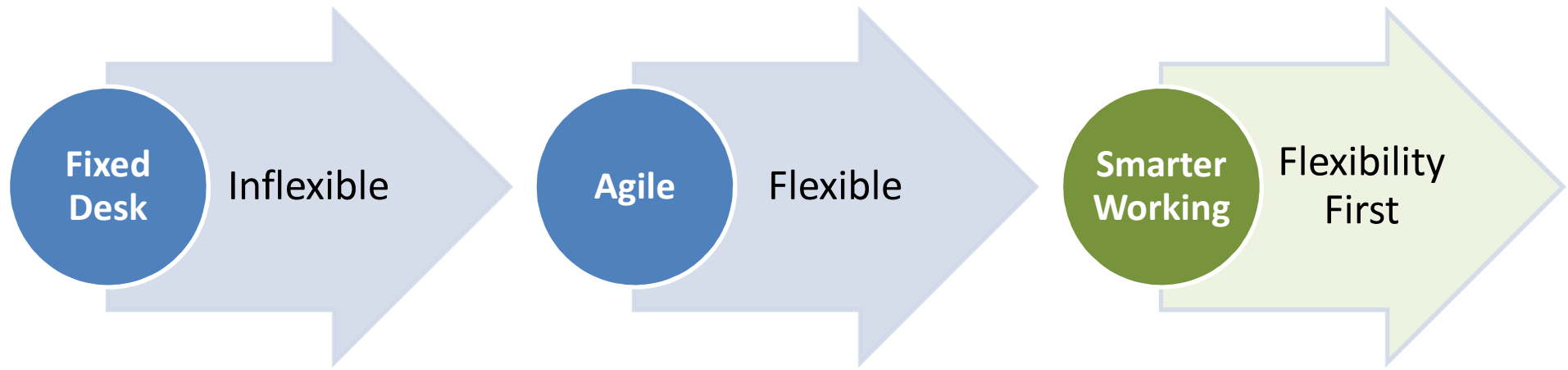


Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



Current Ways of Working

Page 52



Smarter Working Principles



Simplified collaboration and connectivity

Automated workflows

Paperless



Outcomes rather than presence

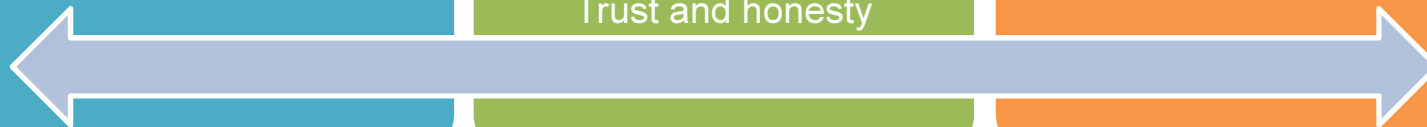
Freedom to choose with responsibility to meet business needs

Trust and honesty



Space is allocated to activities, not individuals

Flexibility is the norm rather than the exception



Outcomes

- Greater productivity and services delivered more effectively
- The costs and environmental impacts reduced as space is shared and used more intensively
- People having more choice and autonomy about when, where and how they work, supported and connected by effective and appropriate use of technology
- People have the opportunity to lead more balanced and healthier lives

Progress to Date

Established a Smarter Working Sub Group

Carried out extensive research, site visits and established best practice across public and private sector organisations

Developed a draft project mandate

Identified current way of working at Wilcox House and gathering information on the way teams are working at City Hall and County Hall

Reviewing existing and identifying potential touchdown points across the City

Mapped the journey each team will need to go through to achieve Smarter Working

Engaged with service areas agreed as phase 1 rollout

SMARTER WORKING PROGRAMME



Cross Cutters
(interdependencies with Core Office & alignment with Sharepoint, O365 & Hybrid Mail)

Culture / Organisation

Touchdown Points

Technology

Office Environment

Page 55



Key Next Steps

Develop an engagement strategy to include SMT, PRAP, Trade Unions and Staff

Business case to be considered by Investment Review Board Oct 2019

Determine prioritisation criteria for Smarter Working Rollout Programme

Continue to align existing strategies with Smarter Working principles including; Technology, Office Environment and Culture

Discussion Points



Views on the draft Project Mandate.

How do we prioritise service areas for inclusion in the rollout of this programme.

Views on the benefits the programme should be capturing.

Views on future engagement with Members.

This page is intentionally left blank

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

25 September 2019

ANNUAL WORK PROGRAMME 2019/20

Purpose of the Report

1. To consider options and seek Members' approval for the Committee's 2019/20 planned programme of work.

Background

2. Good scrutiny practice and the Council's Constitution empowers each Scrutiny Committee to set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). The Committee is therefore tasked with constructing a work programme 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.

Role of the Committee

3. Members are reminded that the Committee's Terms of Reference confer upon it two distinct scrutiny roles. Firstly, an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council. Secondly, to scrutinise, monitor and review the effectiveness of specific functions, such as the Corporate Planning and Improvement framework, the Capital Ambition Delivery Programme, Finance, Digital Strategy/ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and Cardiff's Public Services Board.

4. The current organisational structure means the Committee’s responsibilities fall within four of the Council’s Directorates. The list below is a good indication of the Council business within each Directorate that falls within the Committee’s Terms of Reference;

- The Corporate **Resources Directorate** falls within the Committee’s remit in its entirety and comprises; the Capital Ambition Delivery Programme; Commissioning and Procurement; Finance and Revenue Services; Human Resources People Services; Health & Safety; Digitalisation/ICT and Customer Services (including 24/7 services and C2C); and Information Governance.
- The **People and Communities Directorate** includes Partnerships and Community Engagement; Communications; Corporate Performance and Improvement; Bi-lingual Cardiff.
- The **Economic Development Directorate** includes Corporate Landlord, Strategic Estates (including both the operational and non-operational portfolios), Facilities and Operational Management.
- The **Governance and Legal Services Directorate** falls within the Committee’s remit in its entirety and comprises; Committee & Members’ Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.

5. Full Council has approved the following meeting dates for this Committee, which fall on a **Wednesday**, starting at **4.30pm**.

25 September 2019	11 March 2020
16 October 2019	No meeting in April 2020
13 November 2019	13 May 2020
11 December 2019	10 June 2020
15 January 2020	15 July 2020
11 -18 February (Budget proposals 2020/21)	

The Committee will therefore meet a minimum of ten times between September 2019 and July 2020, and must look ahead at possibilities for its forward work programme.

Work Programming

6. The Committee work programme is routinely developed throughout the summer in preparation for approval at its September meeting. It can be updated and amended during the year in order to respond to urgent priorities, policy developments, and unplanned pre-decision opportunities as a consequence of revisions to the Cabinet Forward Plan. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.
7. At the June 2019 meeting Members agreed that the Scrutiny officer in liaison with the Chair would research and consult with stakeholders to draft a list of possibilities for the Committee's work programme, to be discussed and agreed by Members.
8. All Council Members and relevant senior managers were invited to put forward topics and issues they wished to be considered. Desk research has encompassed national policy, inspectorate work programmes, corporate strategic planning documents and directorate delivery plans. This was followed by consultations with senior managers and the Cabinet Member Finance, Modernisation and Performance, to explore key issues and ensure timely programming over the year.
9. The list of options attached at **Appendix 1**, includes all suggestions gathered from Members, Senior Managers and Strategic Plans, together with work the Committee has earmarked to be carried over for further monitoring in its Annual Report 2018/19.

8. To ensure effective scrutiny a maximum of three items are routinely programmed for each meeting. Discounting September and February meetings, the Committee can therefore consider a maximum of 24 items over the remaining eight meetings.
9. Where Members consider the scrutiny requires a more in depth approach then it may either take the form of a *Short Scrutiny* using a whole formal meeting, with extended recommendations to Cabinet in the form of a letter, or may take the form of a task and finish group informally outside of Committee.
10. In recent years, the Committee has established a Performance Panel with a remit to monitor performance, and consider specific performance reporting developments and issues. For example, in 2019 the Panel sat to give more in depth consideration to the Councils approach to target setting within the Corporate Plan.
11. Each month a *Forward Work Programme* item will be a standard agenda item, looking ahead to the next meeting and providing Members with an opportunity to influence the agenda. There will also be a standard *Correspondence* agenda item.
12. In the interests of good public engagement, the Committee's Forward Plan will be published on the Council website. It will be refreshed on a quarterly basis and look ahead a minimum of 4 months.

Way Forward

13. Members are invited to discuss the options listed at **Appendix 1**, agree priorities, and whether any further scoping is required. The final programme will then be drafted and circulated.

14. A simplified assessment is proposed. Members are invited to indicate a topic is either **RED** - topic will be prioritised for committee time; or **AMBER** - the Committee will aim to programme.

15. In addition, Members are invited to consider whether to continue with the Committee's Performance Panel for 2019/20, and to agree the extent of the Panel's work. For example, in addition to developmental work, whether standard quarterly performance reports are monitored at formal full committee or at informal performance panel meetings, or indeed a combination of both.

Legal Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct 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

14. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial

implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Agree its work programme for 2019/20, having prioritised its work from topics listed at **Appendix 1**. This will become the outline work programme for the Committee, notwithstanding matters that arise throughout the year that are unknown to the Committee at this point in time.
- ii. Identify any topics listed that may require a task and finish approach and further scoping.
- iii. Note that the published work programme will be updated on a quarterly basis.
- iv. Agree the continuation of a Performance Panel, and seek volunteers for its membership.
- v. Agree that the Scrutiny Officer with the approval of the Chair circulates the final Work Programme for 2019/20, incorporating priorities as discussed at the meeting, to all Committee members and stakeholders.

DAVINA FIORE

Director Governance & Legal

19 September 2019

PRAP Work Programming 2019/20 – options

Source	Proposed Item	Timing	Priority
	People & Communities Performance & Partnerships		
➤	<p>Performance Scrutiny Monitoring and Management. Opportunity for Performance Panel development work. Liaise with Performance and finance enablers to strengthen scrutiny of performance.</p> <p>Quarterly Cabinet reports available to Committee – Panel/full Committee/frequency?</p>	<p>Q1 October (Sept Cabinet) Q2 December (Nov Cabinet) Q3 March (February Cabinet) Q4 July (June Cabinet)</p>	
○	<p>Partnership Scrutiny – PSB Annual Report 2019/20 Committee has recommended that appropriate targets be developed in the forthcoming year and asked to be briefed on the structure to be used, the areas to be targeted and how the performance monitoring process will operate.</p>	June/July '20	
❖	<p>Partnership Asset Management Board Partnership collaborative asset management – sharing assets. Request position statement/progress briefing from the Partnership Asset Management Board?</p>	TBC	
●	<p>WAO Annual Improvement Report Annual report summarising audit work undertaken in the last year including a summary of key findings from reports issued by relevant regulators.</p>	October/November	
➤	<p>Corporate Plan 2020-2023 (Supplemented by extended Performance Panel work session in January)</p>	<p>Dec (policy dev) Feb (pre decision)</p>	

➤	<p>Corporate Plan 2020-2023 Extended Performance Panel target setting work session. Additional six monthly monitoring of targets /inform early conversation around 2020/21 Corporate targets.</p>	January (late Nov -early Dec)	
○	<p>Budget Consultation Pre-decision scrutiny/publication involvement in the 2020/21 budget consultation, including review of current citizen engagement methodologies, with a focus on improving reach into 'seldom heard' communities. Note: In a departure from 2018, this year there are 2 separate consultations, <i>Ask Cardiff</i> and a focused <i>Budget Consultation</i>.</p>	October (Cabinet Nov)	
○	<p>Ask Cardiff Review success of improving citizen engagement methodologies, with a focus on improving reach into 'seldom heard' communities.</p>	June/July	
•	<p>Overview of WG LGR agenda, particularly in respect of proposed changes to improvement mechanisms, such as the introduction of Statutory Self-assessment and Peer Review. (Draft Bill on LGR)</p>	March 2020	
○	<p>Bilingual Cardiff Strategy Action Plan Review progress of the Bilingual Cardiff Strategy Action Plan</p>	TBC	
○	<p>Annual Performance Well-being Report.</p>	July	
○	<p>Brexit Committee has requested to be informed of any significant changes to existing plans or important issues arising in the period before a formal Brexit decision.</p>	October	

	<p><i>Extract: Strengthen scrutiny: The evidence we received suggests that cabinets, scrutiny committees and boards now need to ramp up their own activity in providing independent and democratic oversight and scrutiny of Brexit planning and action (WAO Preparations in Wales for a no-deal' Brexit Feb '19).</i></p> <p>What are the implications for the Council of no-deal? Areas of interest assuming no deal – business continuity plans; emergency planning arrangements; resilience of the supply chain; EU settlement scheme.</p>		
Resources - HRPS			
○	<p>Agency Staff Costs Review underway. Spend and justification for, option to continue the Committee's interest in how the Council can reduce its use of agency workers.</p> <p>Explore annual cost of agency staff employed by the authority? Information requested - proportion of overhead cost to cover short term absence (up to six months) and what proportion in % terms is for periods longer than six months? Data requested for agency use by departments, and rationale for requesting such cover.</p> <p>Agency Workers Charter</p> <p>Note: Cabinet report July 19 -Review of Cardiff Works and Matrix agency provision. Awarded to Sept 2020</p> <p>(PL/SMcG/IA)</p>	TBA	
○	<p>Sickness Absence Continue monitoring following a disappointing higher than target across the Authority 2018/19 outturn. Maintain an interest in the challenge</p>	November (Q2) June (outturn)	

	<p>it presents to delivering effective services.</p> <p>Consider inviting service areas to Committee to enable a deeper dive into the effectiveness of their action plans and the challenges they are facing.</p> <p>Examine the extent to which considerable analysis and data is informing a more preventative and thereby proactive approach to tackling sickness absence.</p> <p>Propose monitoring at Q2 and outturn.</p>		
➤	<p>Recruitment Portal Implementation progress – monitor</p>	June/July	
➤	<p>Workforce Strategy 2018-21 Monitor progress as Directorate workforce plans mature, to ensure evidence of cross directorate working, increased levels of productivity as a consequence of the Smarter working project, and more efficient allocation of resources. Consider a case study Directorate workforce action plan.</p>	July	
➤	<p>Resources – Customer & Digital Services</p>		
○	<p>Digital Strategy Progress overview</p> <ul style="list-style-type: none"> • scrutiny of action plans for the seven strands of the Council’s Digital First Agenda; • Scrutiny of draft proposals for future proposed App transactions. • Digital uptake • Option to look at 3 projects (App, Web and Processes) or take an overview. 	March	

	<ul style="list-style-type: none"> • Cyber security 		
➤	<p>Virtual Assistant -ChatBOT - Artificial intelligence, online customer support Delivering a bi-lingual ChatBot. Progress report</p>	May	
•	<p>Customer Leadership Progress update of corporate focus on customer leadership & action plan.</p>	December	
•	<p>24/7 Services The Council's Meals on Wheels service operates 7 days a week delivering a meal to 300 customers at £3.90 per meal. Demand for the service has flat lined over recent years and is propped up by other income streams. The service needs to raise its profile, re-generate demand and Committees financial perspective is requested.</p>	TBA	
Resources - Finance			
➤	<p>Budget Proposals 2020/21 <i>Note Committee has requested access to external agency/consultancy expenditure for the current financial year when scrutinising the proposed draft budget.</i></p>	Feb	
➤	<p>Linking Budget and Performance A piece of work towards exception reporting that routinely links budget monitoring and performance assessment in a bespoke scrutiny report. – To be undertaken by the Performance Panel?</p>	Oct – Jan?	
➤	<p>Budget Monitoring M4,6,9,12 (outturn) Frequency /formal/informal/panel?</p> <p>Option to monitor more closely, and in greater depth, the budget position of service areas where there are areas of budget risk. For example Social</p>	Oct/Dec/Feb/July	

	Services. Service area may be invited alongside the Corporate budget team to assess how the service is adapting to budget challenges during the year.		
○	Delivering Capital Ambition (CADP) – 6 monthly overarching monitoring of the programme’s delivery.	Sept (develop) Nov (report) May (report)	
➤	CADP Smarter Working project The Committee expressed an interest in the challenge of smarter, agile working and its resource implications for employees, accommodation and technology. This is a new project within the Capital Ambition Delivery Programme that will address agile working.	September	
❖	Procurement Short scrutiny to examine context for the Council’s £450m procurement spend. Scrutiny options include: <ul style="list-style-type: none"> • Management oversight and Council monitoring of large contracts/ savings • Compliance / Direct Awards • Social Responsibility - Oversight of the impact of the socially responsible procurement policy • Social Value Portal (enabling objective assessment and monitoring of community benefits /value) • Collaboration / WLGA • Contracts – Voids, Fuel, social care contract, waste contract, • FM and Building Maintenance • Contract Forward Plan • Directorate Reports • SMEs, Social Enterprise and the Foundational Economy 	March	

○	<p>Cardiff Bus Committee has been offered an update on funding in 2020 following its July Call-in consideration.</p>	Dec/Jan	
❖	<p>Waste Collection Productivity – a review is underway. Committee is interested in, for example, number of collections per round of all waste types compared with the best produced by other L.A.s in the UK. (Comparisons can include in house best practice, public/public sector and private sector.) What are the aims of review work underway? How are the TU's and staff affected responding, and what progress has been made? When will this work reach its conclusion and new systems be introduced?</p>	Joint interest with Environment. Briefing offered November (SM)	
❖	Economic Development		
▪	<p>Property Strategy – new five year strategy to be developed by March 2020, draft by end Q3 (Dec). Incorporate:</p> <ul style="list-style-type: none"> • Asset & Estate Management – particularly Schools maintenance backlog –by March 2020 • Maintenance programme Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance. (One Front Door; Non schools handbook; new process and governance for all property; develop Annual Capital Preventative Maintenance programme; Complete asset management baseline data gathering.) 	January (Cabinet Feb)	

	<ul style="list-style-type: none"> • Corporate Landlord inquiry of the Committee – incorporate progress update as line of inquiry /part of all property scrutiny? 		
❖	Facilities management - progress update & link to Corporate Landlord Note that Members on governing bodies report ongoing schools concerns in respect of the Councils Facilities Management Service. (JB)	TBC	
❖	Core Office Strategy OBC/ FBC later Cabinet decision – Q3 to Q4	October (Cabinet Nov) FBC -Dec-March -TBC	
	Governance & Legal		
❖	Scrutiny Impact – complete and publish T&F Recommendations	November	
➤	WAO Review of Scrutiny – Fit for Purpose progress update.	November	

Source
<ul style="list-style-type: none"> • Annual Report 18/19, carried forward
<ul style="list-style-type: none"> ❖ Member suggestion
<ul style="list-style-type: none"> ➤ Senior Manager suggestion
<ul style="list-style-type: none"> ▪ Corporate Plan; Directorate Delivery Plans
<ul style="list-style-type: none"> • Forthcoming Legislation / External Auditors work programme

Corporate Plan Priorities and Commitments 2019/22 relevant to PRAP's ToR

Well-being Objective 1.1 Cardiff is a great place to grow up

<p>Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management, targeting increased investment in schools that require priority action by March 2020</p>	<p>Sarah Merry & Russell Goodway</p>	<p>Education & Lifelong Learning Economic Development</p>
---	--	---

Well-being Objective 1.3 Supporting people out of poverty

<p>Create more paid apprenticeships and trainee opportunities within the Council by March 2020</p>	<p>Cllr Huw Thomas & Cllr Chris Weaver</p>	<p>Resources</p>
<p>Support the Foundational Economy by implementing the Socially Responsible Procurement Policy, helping ensure that local people and local communities benefit from the money the Council spends on goods and services.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>

Well-being Objective 1.4 Safe, confident & empowered communities

<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by:</p> <ul style="list-style-type: none"> • Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; • Expanding the provision of Welsh-medium education and promoting Welsh in English-medium education. 	<p>Huw Thomas & Sarah Merry</p>	<p>Resources Education & Lifelong Learning</p>
<p>Deliver a co-ordinated local response to the UK leaving the European Union, including:</p> <ul style="list-style-type: none"> • Putting in place local support to enable EU Citizens in Cardiff to access the EU Citizen Settlement Scheme by April 2019; • Responding to any civil contingencies emerging from a disruptive or 'no 	<p>Huw Thomas Lynda Thorne</p>	<p>Resources People & Communities</p>

deal' Brexit; <ul style="list-style-type: none"> • Ensuring a cross-public service approach to services and communications through the Cardiff Public Services Board. 		
---	--	--

Well-being Objective 4.1 Modernising and integrating our public services

Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance.	Cllr Russell Goodway	Economic Development
Develop a new five-year Property Strategy by March 2020.	Cllr Russell Goodway	Economic Development
Take forward delivery of the Core Office Strategy.	Cllr Russell Goodway	Economic Development
Improve the health and well-being of our employees by continuing to monitor sickness absence, and proactively provide support for employees and managers.	Cllr Chris Weaver	Resources
Work towards the Gold Level Corporate Health Standard Award by March 2020.	Cllr Chris Weaver	Resources
Continue to deliver the Agency Workers Charter and embed corporate processes to review Agency Worker placements at 12 and 18 months.	Cllr Chris Weaver	Resources
Support people and communities to be more engaged with the work of the Council.	Cllr Huw Thomas & Cllr Chris Weaver	Resources
Ensure that the Council's workforce is representative of the communities it serves.	Cllr Chris Weaver	Resources
Ensure the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the Customer & Leadership report by March 2020.	Cllr Chris Weaver	Resources
Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020.	Cllr Chris Weaver	Resources

<p>Ensure the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the Customer & Leadership report by March 2020.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>
<p>Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>

This page is intentionally left blank

CYNGOR CAERDYDD

CARDIFF COUNCIL

POLICY REVIEW AND PERFORMANCE

SCRUTINY COMMITTEE

25 September 2019

Forward Work Programme Update

Purpose of the Report

1. To provide Members with an opportunity to agree the provisional agenda for 16 October 2019 and an indicative list for the following month.
2. The Head of Democratic Services has requested that each Scrutiny Committee agrees the items proposed for the next regular meeting, and has an indication of the items proposed for the following meeting, as set out in **Appendix 1**.

Way Forward

3. Subject to discussion and outcomes of the previous agenda item, *Annual Work Programming*, Members may wish to agree the contents of the Forward Work Programme update attached at **Appendix 1**.

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers 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

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

RECOMMENDATION

The Committee is recommended to consider and agree the provisional agenda items for October and November 2019.

DAVINA FIORE

Director of Governance and Legal Services

19 September 2019

This page is intentionally left blank

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE - DRAFT FORWARD WORK PROGRAMME

October – November 2019

Please note that items listed for October-November 2019 are subject to approval by the Committee when agreeing its Annual Work Programme 2019-20.

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
16 Oct 19	Policy Development	<p>Budget Consultation 2020/21</p> <p>Member contribution to the Council's draft publication to consult on the budget 2020/21, in line with the proposed review of citizen engagement methodologies, focussing on improving reach to 'seldom heard' communities.</p>	<p>Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver;</p> <p>Corporate Director Resources, Chris Lee;</p> <p>Head of Performance & Partnerships Gareth Newell.</p>
16 Oct 19	Monitoring Performance & Progress	<p>WAO Annual Improvement Report</p> <p>Annual report summarising audit work undertaken in the last year including a summary of key findings from reports issued by relevant regulators.</p>	<p>Wales Audit Office, Sara-Jane Byrne, Ian Phillips/ Sam Clements;</p> <p>Cabinet Member Finance, Modernisation & Performance, Councillor Chris Weaver;</p> <p>Chief Executive, Paul Orders;</p> <p>Corporate Director Resources, Chris Lee;</p> <p>Head of Performance and Partnerships, Gareth Newell.</p>

Appendix 1

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
16 Oct 19	Briefing	<p>Brexit</p> <p>Scrutiny of Brexit planning and action, specifically what are the implications for the Council of no-deal? To include areas of interest: business continuity plans; emergency planning arrangements; resilience of the supply chain; EU settlement scheme.</p>	<p>Leader, Cllr Huw Thomas</p> <p>Chief Executive, Paul Orders;</p> <p>Head of Performance and Partnerships, Gareth Newell.</p>
13 Nov 19	Pre-decision	<p>Modernising the Core Office Estate</p> <p>Pre-decision scrutiny of the strategic outline business case to develop proposals for future Core Office Accommodation for the Council, which aims to reduce operating costs, the maintenance backlog and provide improved facilities.</p>	<p>Cabinet Member Investment & Development, Cllr Russell Goodway;</p> <p>Director of Economic Development, Neil Hanratty;</p> <p>Project Manager, Chris Barnett.</p>
13 Nov 19	Monitoring Performance & Progress	<p>Delivering Capital Ambition (CADP)</p> <p>6 monthly overarching monitoring of the programme's delivery, incorporating Committee feedback from September 2019 engagement, and current review of Resilience programme.</p>	<p>Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver;</p> <p>Corporate Director Resources, Chris Lee;</p> <p>Corporate Director People & Communities, Sarah McGill;</p> <p>Portfolio Manager, Dean Thomas.</p>

Appendix 1

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
13 Nov 19	T&F	Measuring Scrutiny Impact Publication of the Committees research and proposed Model for capturing Scrutiny Impact.	Members of PRAP Scrutiny Committee

DRAFT

This page is intentionally left blank

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

25 September 2019

Correspondence Update

Reason for this Report

1. To update Members of the correspondence between the Committee and Cabinet since March 2019. Going forward this will be a standing item on the Committee's monthly agenda.

Correspondence

2. Following each Scrutiny Committee meeting, the Chair writes a letter on behalf of all Members, 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 Committee are routinely copied in to the letter when it is forwarded to the Cabinet Member. Depending on the issues highlighted, the letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.
3. Attached to this report at **Appendices 1-9** are copies of all correspondence since March 2019, both letters sent and responses received. The table below captures all activity since March 2019. Where responses are outstanding the support officer will follow up on the Committee's behalf. There are occasions, however, that the Committee does not formally request a response.

Committee	Scrutiny	Appendix
3 March 2019	Delivering Capital Ambition - Modernisation	1a
3 March 2019	Cabinet Response - Modernisation	1b
10 April 2019	Delivering Capital Ambition - Resilience	2a
10 April 2019	Cabinet Response - Resilience	2b
8 May 2019	Bi-lingual Cardiff	3a
8 May 2019	Cabinet Response –Bi-lingual Cardiff	3b
8 May 2019	Property Strategy	4a
8 May 2019	Cabinet Response – Property Strategy	outstanding
8 May 2019	WAO review of CADP Governance	5a
8 May 2019	Cabinet Response – WAO review	not requested
12 June 2019	Sickness Absence	6a
12 June 2019	Cabinet Response – Sickness Absence	6b
12 June 2019	Workforce Strategy	7a
12 June 2019	Cabinet Response – Workforce Strategy	7b
10 July 2019	Annual Wellbeing report 2018-19	8a
10 July 2019	Cabinet Response – Wellbeing report 2018-19	not requested
10 July 2019	Public Services Board Annual Report 2018-19	9a
10 July 2019	Cabinet Response – PSB Annual Report 2018-19	outstanding

Legal Implications

4. 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 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

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 financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to

- a. Note correspondence between the Committee and the Cabinet

Davina Fiore

Director Governance & Legal

19 September 2019

This page is intentionally left blank

Date: 19 March 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 13 March 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you for attending Committee to update Members on the progress being made in respect of the Delivery of the Capital Ambition Programme. Members were delighted to welcome Chris Lee, the new Corporate Director Resources who will be taking on the responsibilities as the Senior Responsible Owner for the Modernisation Portfolio of the programme from Christine Salter when she retires at the end of the week.

Please pass on our appreciation for the following officers who supported you in providing a clear presentation of progress: Isabelle Bignall - Chief Digital Officer, Dean Thomas - Portfolio Manager and Simon Reynolds - Corporate Landlord Implementation Manager. We offer the following comments and observations from the meeting for your consideration as you progress the delivery of the Capital Ambition Programme:

Programme Management

The Committee was pleased to hear that appropriate structures, clear milestones and governance arrangements were in place to effectively progress the delivery of the Capital Ambition Programme.

Service Reviews

Members welcomed the review of the resource intensive services that had been undertaken as outlined in the original Cabinet report but they expressed concerns regarding how future service reviews would be identified.

- It was acknowledged that there were potential benefits for service areas to voluntarily undertake service reviews but there did not appear to be a process

or set of criteria for identifying those services areas which would benefit by having their services reviewed. This can leave the impression of random rather than systematic selection of reviews.

- Members indicated that councillors could contribute to such selection, using appropriate criteria, and would welcome the opportunity to assist the identification and selection of those services areas which should be prioritised.
- The Committee was uncertain of how reviews were then allocated to the Modernisation or Resilience portfolios. Again there would need to be clear criteria for making this choice but this process was not clear.
- The Committee proposed that wide scale use of available benchmarking data should be utilised to determine what good practice looks like in reviewing performance and be clearly set out in the review terms of reference. It was stated that benchmarking did have a role and the committee would be interested to see evidence of where and how such benchmark data is researched and used and from what sources.
- How the challenge of productivity measurement and improvement features in the service reviews is unclear. The committee would be interested in learning where the issue of productivity features in each review.

Digital First

The Committee welcomed the presentation and the plans for continuing the delivery of the Digital First programme.

- The Committee appreciated of the success of C2C in switching the low value, simple queries, which customers raised using the telephone, to a less resource intensive digital platform. They noted that this is likely to lead to fewer staff being employed on telephone answering work. Members were assured that there would always be a need for employees to handle the more complex and digitally difficulty queries from customers and that some reskilling would take place.
- The step change increase in the use of the app was mapped to the inclusion of additional services to this digital platform. It was proposed that other services and functionality should be added to continue to grow the number of customers using the App. Opportunities to promote the App and its use could be provided at community hubs. Hubs could also provide tuition for potential or new users to encourage its use.

- The increased use of the Cardiff App was noted, but the development of functionality also needed to include the provision of a digital response to customers who initiated the queries on the app. The digital response could be a response via the app and email or link to the council's website where further information could be provided.
- The Committee was eager for Elected Members to actively participate in the Connected Elected Members project. Concerns were raised regarding the provision of appropriate casework software and suitable hardware to Elected Members. It was proposed that appropriate hardware and software solutions should be identified, together with the provision relevant training to meet the individual needs of each Elected Member in fulfilling the intentions of this project.
- Although the Authority had recently won an award for the accessibility of its website, committee members explained the difficulties they had experienced when undertaking searches. The Committee welcomed the offer of additional training being provided to support Elected Members in the effective use of the website.

Corporate Landlord

The Committee acknowledged the progress being made to implement the Corporate Landlord model which sought to achieve "best practice" status in respect of asset management. The Committee were encouraged to hear that the increase in commercial expertise had led to changes in structures, rationalised processes and procedures and improved framework management. A national schedule of rates has become part of the implementation of the model which is intended to lead to a better but smaller estate portfolio.

- Elected members explained that there was still some work to do to address the historic reputational damage in relation to the council's maintenance service to schools. Overturning this problem, particularly in relation to schools would be challenging as they were able to utilise contractors other than the Council. The Committee noted that with 90 of 127 schools signing up to the "One front door project" and the access that it provided to any planned works was an opportunity to bring more schools back to using the Council for providing work services.

- There was also the issue of the poor reputation of the council's management of property maintenance, including council house repairs. It was stated that upskilling of staff in project and contractor management would lead to improved supervision and better quality work and the avoidance of contractor 'on costs' which affect budgeting and cost control. The committee will be interested in learning further about progress in this area.
- When the Committee queried how the rationalisation of depots would be undertaken they were assured that the review would be led by the suitability of the property and the health and safety requirements. Members were informed that an options report on site rationalisation was being developed and they requested that this report be circulated to the Committee for their consideration and potential further scrutiny, including the options for the Wedal Rd site replacement.

Finally, as Councillors, Members have considerable experience of accessing and assessing the Council's frontline services, we urge you to engage with all Members to assist in the ongoing review, delivery and improvement of such services.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to provide an update of the delivery of the Capital Ambition Programme and I eagerly await your response to these comments and observations.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc:

Members of the Policy Review & Performance Scrutiny Committee
Councillor Russell Goodway, Cabinet Member for Investment and Development
Chris Lee, Corporate Director Resources
Isabelle Bignall, Chief Digital Officer
Neil Hanratty, Director of Economic Development

Dean Thomas, Portfolio Manager, Capital Ambition Delivery Programme
Simon Reynolds, Corporate Landlord Implementation Manager
Cabinet Support

This page is intentionally left blank

Date: 19 March 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 13 March 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you for attending Committee to update Members on the progress being made in respect of the Delivery of the Capital Ambition Programme. Members were delighted to welcome Chris Lee, the new Corporate Director Resources who will be taking on the responsibilities as the Senior Responsible Owner for the Modernisation Portfolio of the programme from Christine Salter when she retires at the end of the week.

Please pass on our appreciation for the following officers who supported you in providing a clear presentation of progress: Isabelle Bignall - Chief Digital Officer, Dean Thomas - Portfolio Manager and Simon Reynolds - Corporate Landlord Implementation Manager. We offer the following comments and observations from the meeting for your consideration as you progress the delivery of the Capital Ambition Programme:

Programme Management

The Committee was pleased to hear that appropriate structures, clear milestones and governance arrangements were in place to effectively progress the delivery of the Capital Ambition Programme.

Service Reviews

Members welcomed the review of the resource intensive services that had been undertaken as outlined in the original Cabinet report but they expressed concerns regarding how future service reviews would be identified.

- It was acknowledged that there were potential benefits for service areas to voluntarily undertake service reviews but there did not appear to be a process

or set of criteria for identifying those services areas which would benefit by having their services reviewed. This can leave the impression of random rather than systematic selection of reviews.

- Members indicated that councillors could contribute to such selection, using appropriate criteria, and would welcome the opportunity to assist the identification and selection of those services areas which should be prioritised.
- The Committee was uncertain of how reviews were then allocated to the Modernisation or Resilience portfolios. Again there would need to be clear criteria for making this choice but this process was not clear.
- The Committee proposed that wide scale use of available benchmarking data should be utilised to determine what good practice looks like in reviewing performance and be clearly set out in the review terms of reference. It was stated that benchmarking did have a role and the committee would be interested to see evidence of where and how such benchmark data is researched and used and from what sources.
- How the challenge of productivity measurement and improvement features in the service reviews is unclear. The committee would be interested in learning where the issue of productivity features in each review.

Digital First

The Committee welcomed the presentation and the plans for continuing the delivery of the Digital First programme.

- The Committee appreciated of the success of C2C in switching the low value, simple queries, which customers raised using the telephone, to a less resource intensive digital platform. They noted that this is likely to lead to fewer staff being employed on telephone answering work. Members were assured that there would always be a need for employees to handle the more complex and digitally difficulty queries from customers and that some reskilling would take place.
- The step change increase in the use of the app was mapped to the inclusion of additional services to this digital platform. It was proposed that other services and functionality should be added to continue to grow the number of customers using the App. Opportunities to promote the App and its use could be provided at community hubs. Hubs could also provide tuition for potential or new users to encourage its use.

- The increased use of the Cardiff App was noted, but the development of functionality also needed to include the provision of a digital response to customers who initiated the queries on the app. The digital response could be a response via the app and email or link to the council's website where further information could be provided.
- The Committee was eager for Elected Members to actively participate in the Connected Elected Members project. Concerns were raised regarding the provision of appropriate casework software and suitable hardware to Elected Members. It was proposed that appropriate hardware and software solutions should be identified, together with the provision relevant training to meet the individual needs of each Elected Member in fulfilling the intentions of this project.
- Although the Authority had recently won an award for the accessibility of its website, committee members explained the difficulties they had experienced when undertaking searches. The Committee welcomed the offer of additional training being provided to support Elected Members in the effective use of the website.

Corporate Landlord

The Committee acknowledged the progress being made to implement the Corporate Landlord model which sought to achieve "best practice" status in respect of asset management. The Committee were encouraged to hear that the increase in commercial expertise had led to changes in structures, rationalised processes and procedures and improved framework management. A national schedule of rates has become part of the implementation of the model which is intended to lead to a better but smaller estate portfolio.

- Elected members explained that there was still some work to do to address the historic reputational damage in relation to the council's maintenance service to schools. Overturning this problem, particularly in relation to schools would be challenging as they were able to utilise contractors other than the Council. The Committee noted that with 90 of 127 schools signing up to the "One front door project" and the access that it provided to any planned works was an opportunity to bring more schools back to using the Council for providing work services.

- There was also the issue of the poor reputation of the council's management of property maintenance, including council house repairs. It was stated that upskilling of staff in project and contractor management would lead to improved supervision and better quality work and the avoidance of contractor 'on costs' which affect budgeting and cost control. The committee will be interested in learning further about progress in this area.
- When the Committee queried how the rationalisation of depots would be undertaken they were assured that the review would be led by the suitability of the property and the health and safety requirements. Members were informed that an options report on site rationalisation was being developed and they requested that this report be circulated to the Committee for their consideration and potential further scrutiny, including the options for the Wedal Rd site replacement.

Finally, as Councillors, Members have considerable experience of accessing and assessing the Council's frontline services, we urge you to engage with all Members to assist in the ongoing review, delivery and improvement of such services.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to provide an update of the delivery of the Capital Ambition Programme and I eagerly await your response to these comments and observations.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc:

Members of the Policy Review & Performance Scrutiny Committee
Councillor Russell Goodway, Cabinet Member for Investment and Development
Chris Lee, Corporate Director Resources
Isabelle Bignall, Chief Digital Officer
Neil Hanratty, Director of Economic Development

Dean Thomas, Portfolio Manager, Capital Ambition Delivery Programme
Simon Reynolds, Corporate Landlord Implementation Manager
Cabinet Support

This page is intentionally left blank

Date: 06 May 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 10 April 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you to you and your cabinet colleagues for attending Committee to update Members on the progress being made in respect of the Resilient Services Portfolio of the Capital Ambition Programme.

Please pass on our appreciation for the following officers who supported you in providing a clear presentation of progress: Sarah McGill, Corporate Director Communities and Housing, Dean Thomas, Portfolio Manager, Jane Thomas, Assistant Director in Housing & Communities, Claire Marchant, Director of Social Services, Andrew Gregory, Director of Operations, Planning, Transport & Environment, and Matt Wakelam, Assistant Director Street Scene.

We are also grateful to the cabinet members who attended.

We offer the following comments and observations from the meeting for your consideration as you progress the delivery of the Capital Ambition Programme.

Overview and Governance

The committee was informed that the Resilient Services portfolio was very different to its Modernisation counterpart due to the complexity of its outward facing services and the ongoing working arrangements with partner organisations. As with the Modernisation portfolio, the committee noted that programme boards had been established for each of the four programmes essential to monitor the delivery of service transformation. This was also monitored by the Senior Management Team on a regular basis with the Capital Ambition Progress and Performance (CAPD)

Group receiving quarterly updates. Members also noted the reporting links with the Public Service Board (PSB) and other partner organisations including the Health Service and the Police which resulted in clear activities and objectives being included in the Wellbeing Plan and the Regional Partnership plan.

The Committee requested additional information regarding any representation on the partnership board to deliver the effective involvement of the 3rd sector partners and any existing integration arrangements with the 3rd sector.

Inclusive growth

The benefits of sharing information and developing closer working relationships with decision makers was a reported feature. Integrated working and opportunities to develop good practices with partners i.e. socially responsible procurement, were identified. The committee was pleased to hear that opportunities to support people back into work were being developed in liaison with Economic Development and those businesses coming into Cardiff.

The Committee also acknowledged the arrangements with Cardiff Living and the apprenticeship schemes which supported individuals in achieving certificates to work in the construction industry and the “Too young to retire” scheme for over 50’s which provided a tailored service to an individual to build new skills to support their return to employment. Members requested additional information relating to the effectiveness of the range and volume of people using these services particularly those from minority groups and communities.

The committee expressed its concerns at the perceived inconsistency between the nationally recognised increase in the level of qualifications which was not mirrored by the level of earnings. Elected Members were made aware that the city was divided in terms of academic qualification with the University areas having a higher level of qualifications than the Southern Arc. We were informed that there were also pockets of deprivation across the city with intergenerational poverty which were being targeted for improvement. The committee requested information regarding those who were supported into work and whether they were able to maintain the employment opportunity and any reasons for failing to do so

.

Improving Outcomes for Adults

The Committee heard that the work streams were jointly managed between the Council and the Health Service. The integrated governance arrangements were being progressed to ensure that they were robust and supporting both organisations. Members queried the Ask Cardiff survey outcomes which identified a reduction of seven percent in the quality of public services between 2018 and 2019. Although it was difficult to confirm the actual figures from the Ask Cardiff surveys more detailed information was requested to gain a full picture.

Improving outcomes for Children

The committee was pleased to hear that partnership working between the Police, Health and education were being brought together with effective prevention and early intervention being the priority.

The Committee queried if Out of County placements were increasing in number. Members were informed of the Residential Commissioning Strategy which looked at the type of support the child required. Placements were always provided based on the needs of the child, even if that required an out of county placement. It was explained that growing kinship fostering and caring arrangements were essential. The Committee suggested that the 75 Elected Members had a range of networks in their communities which could be used to identify potential foster families and carers.

The committee was briefed on the Disability Futures project and the coping strategies that were in place. They were informed of the plans to support the project and to develop integrated working between Adults and Children's services to incorporate those with disabilities.

Street Scene

The Committee received a presentation which described a comprehensive programme to lift and reorient street scene at a fundamental level. The committee queried the productivity of the service and whether that was measured and compared with benchmark local government productivity levels. They also asked about the relationship with the Trades Unions and whether they were cooperating with proposed improvements. Reference was made to a previous scrutiny report assessing the alternative waste collection models that had not been fully considered and responded to by cabinet during the last Council term. It was unclear what

progress had been made on these areas. However it was stated that relevant data was being collected and analysed to ensure that the best models of the service would be delivered using the available resources within this resilience programme. The committee will look forward to hearing further how this process proceeds and the results achieved.

The Committee was informed that the service was working with existing resources to improve street cleaning with the use of small cleansing vehicles in shopping centres being an example of this initiative. The committee welcomed the matching of cleansing with waste collections and suggested that more cleansing at night could be undertaken in certain areas. They were advised that with a single manager covering the waste and cleansing services, the service would be better positioned to deliver this change. Some changes to the shift patterns had already been made to enable 8-10 people to work in the afternoons.

It was acknowledged that some areas fail to achieve the required cleansing standards. However, ongoing monitoring would ensure accountability. Elected Members were informed that a range of data would be held for every ward and comparisons could be undertaken between areas. The data was also planned to be shared with Elected Members and the citizens of Cardiff in due course. The committee hoped that a demonstration of the available data could be considered at a future meeting.

Elected Members also queried the integration of parks and the cleaning of paths. It was acknowledged that this was a challenge. With 350 parks and 7 staff the potential of area based working was being developed which would be complimented by the cleansing teams.

Finally, as Councillors, Members have considerable experience of accessing the Council's frontline services, and we urge those responsible to engage with all Members in seeking to assess failures and make improvements.

This presentation was primarily to inform scrutiny members of the scope and range of this resilience initiative. The comments in this letter reflect the initial observations of members based on presentations by officers. I indicated that further in depth scrutiny of the programme and specific project areas could be undertaken as this initiative moves forward

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to deliver the Cabinet's response to the Committee's first inquiry on this matter.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

CC:

- Councillor Linda Thorne, (Cabinet Member for Housing and Communities)
- Councillor Susan Elsmore, (Cabinet Member for Social Care and Health)
- Councillor Graham Hinchey, (Cabinet Member for Children & Families)
- Councillor Michael Michael, (Cabinet Member for Clean Streets, Recycling and Environment)
- Sarah McGill, Corporate Director Communities and Housing,
- Andrew Gregory, Director in Operations, Planning, Transport & Environment
- Claire Marchant, Director of Social Services,
- Jane Thomas, Assistant Director in Housing & Communities,
- Matt Wakelam, Assistant Director Street Scene.
- Dean Thomas, Portfolio Manager,
- Cabinet Support Officers

This page is intentionally left blank

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM41526

Dyddiad / Date: 26th July 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk

Councillor David Walker
Chair - Policy Review & Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
CF10 4UW

Annwyl / Dear Councillor Walker,

Policy Review & Performance Scrutiny Committee: 10th April 2019

Thank you for your letter dated 10th April 2019 and for the opportunity to present to Committee. I appreciate your kind comments regarding the meeting and will pass these on to officers involved.

With regards to the Committee's request for additional information regarding representation on the partnership board and any existing integration arrangements with the third sector, I can confirm that Cardiff Third Sector Council (C3SC) is a Statutory Invitee to Cardiff Public Services Board (PSB). As Chief Executive Officer at C3SC, Sheila Hendrickson-Brown attends Cardiff PSB meetings and is vice-chair of the PSB Delivery Board. Third sector partner representatives are also members of Cardiff's Community Safety Delivery Board, Education Development Board and Resilient Growth Board; ensuring third sector involvement across the partnership delivery framework.

I note your request for further information regarding those using employment schemes. I can confirm that the refugee employment support project has supported and engaged with 214 participants across Cardiff and the Vale, with 40 of the participants now in work. With Adult Learning, the team also ran a 6 week intensive course supporting refugees into construction. Arabic translation was provided throughout the course and 2 are now working for temporary agencies on building sites.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087



Of those that responded to equality data questions on the mentoring projects;

- 766 were aged 16-24
- 1147 were aged 25- 49
- 264 were aged 50+
- 291 supported were unemployed for 3 or more years
- 1144 identify as white
- 1033 identify as BME
- 1363 men and 814 women have been supported on the projects to date

Services are provided in over 47 locations, each within the heart of the communities.

All mentoring projects have a responsibility to support individuals with sustainable employment ensuring individuals are supported with training and qualification opportunities. The mentoring projects are measured and expected to provide a 6 month follow up for participants who entered employment. Contact is maintained to ascertain the successful support provided by said mentoring project and to ensure individuals are still within paid employment. To date, from the number of people that have responded to us, 74% are still in employment from the projects 6 months after we helped them.

Of the total that we have supported into work, approximately 18% have returned to us for help within 12 months as they are no longer working.

The reasons for people falling out of work can range from the jobs not being what was expected to childcare issues. Reasons can differ for each individual. We do advise people that we have the Skills@Work programme; if they are struggling whilst in work we can now help with mentoring support. This will hopefully reduce numbers further going forward.

In response to Members' request for more detailed information relating to the Ask Cardiff surveys; I can advise that the 2019 Ask Cardiff survey is due to take place in September. I look forward to sharing these results with Members once they become available. Details of how participants answered "The quality of public services in Cardiff is good overall" in the 2017 and 2018 surveys are included in Appendix 1 for your information.

Once again, thank you for the opportunity to present to Committee and for the useful feedback provided. I hope the above gives you and the Committee Members more clarity on the information requested.

Yn gywir / Yours sincerely,



Councillor / Y Cynghorydd Chris Weaver
Cabinet Member for Finance, Modernisation & Performance
Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad

Appendix 1

Ask Cardiff survey response to the statement “The quality of services in Cardiff is good overall”, including ‘Don’t know’ responses:

2017	No.	%
Strongly agree	399	7.4
Tend to agree	3,136	58.1
Neither	826	15.3
Tend to disagree	825	15.3
Strongly disagree	214	4.0
Total	5,400	100.0

The above results indicate an increase in the % agreeing with the statement (70.4% in 2018 compared with 65.5% in 2017).

This page is intentionally left blank

Date: 05 June 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 8 May 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you for attending Committee to update Members on the progress being made with the Bilingual Cardiff Strategy Action Plan which had been drafted to enable Cardiff to play its part in achieving the vision of the Welsh Government to have a million Welsh speakers by 2050.

Members would also like to thank Ffion Gruffudd the Operational Manager of Bilingual Cardiff for her clear presentation. We offer the following comments and observations for your consideration as you progress the Bilingual Cardiff Strategy Action Plan.

The Committee acknowledged that the Bilingual Cardiff Action Plan was actually a major change programme and that the Bilingual Cardiff team considered themselves in a good position to successfully deliver the action plan. The effective delivery of the existing action plan was acknowledged by the Welsh Language Commissioner who had indicated that the changes that had been made were “already plain to be seen”. It was identified that clear governance arrangements needed to be put into in place but those partners essential to achieving the expected outcomes had already agreed the draft action plan and were committed to realising its objectives. However, there were some concerns that the duty for Welsh Language Standards which provided the basis for the draft Bilingual Cardiff Action plan was primarily the responsibility of Cardiff Council. Monitoring the action plan would be undertaken at quarterly meetings with partners, but ensuring everyone continued to support the Authority in the achievement of the action plan would still be a significant challenge.

The committee queried the introduction and development of a bilingual school in Plasdwr. It was suggested that the introduction of bi-lingual schools could be a dilution of the Welsh language in education. It was explained that the proposal in the Plasdwr development would be to provide Welsh Medium Education and English Medium Education with a heavy use of Welsh. Having a bilingual school provided an opportunity for parents living in the new development to have their children attend a school where Welsh is spoken from the outset. This also prevented any adverse demand impact on nearby Welsh and English medium schools and would provide some stability in terms of the number of school places. That would not be the case if a single language school was established. However, with the growth of the Plasdwr development it was anticipated that other schools would be opened which would then enable the provision of Welsh and English medium schools.

The committee acknowledged the achievements that had already been made with the current action plan and the variety of activities being delivered through the medium of Welsh. The aim of developing bilingual young people during their educational years was seen as positive. However, there were challenges regarding the transition points between primary and secondary schools and again into the workplace where opportunities to maintain the use of the Welsh outside of the school gates were more difficult to locate, deliver and maintain. An example of this was that there was not a Welsh Language Youth Centre in Cardiff to support the use of the Welsh language for young people outside of the educational environment. Members requested further information on the establishment of the Youth Centre which it was allocated funding in this year's budget.

Another challenge was measuring the overall use of the Welsh language, to enable the investment being made in Welsh education to be professionally assessed.

The committee welcomed the recruitment of a Welsh tutor to continue the increase of Welsh speakers within the Authority and the introduction of Welsh word of the day to encourage the use of Welsh in the day to day business of the authority.

The committee asked whether difficulties were experienced for those seeking employment with mathematics or science based roles when taught in Welsh

particularly when looking for employment outside of Wales. The subjective view expressed was that people learned in their own language and this should not be seen as a barrier to employment. Whether employers see the matter differently was not clear and we suggested that this be investigated further.

Members expressed concerns that the procurement of software and other facilities necessary to achieve the Welsh Language Standard was constrained by the reduced pool of providers and services able to meet the demands of these requirements. The committee was informed of some positive outcomes that have been achieved including the provision of a bilingual Next Bike service.

It was acknowledged that there were challenges with bilingual computer services. One such challenge is the potential provision of “chatbot” for customer services enquiries. This matter is presently being addressed in Wales in consultation with Microsoft.

Overall, the Bilingual Cardiff Strategy Action Plan was reported as providing positive outcomes and that, as part of the ongoing monitoring of the progress of the strategy, it was agreed that this item be reviewed next year in accordance with the requirement for ongoing scrutiny including monitoring the outcomes achieved against the plans submitted and approved.

Finally, as Councillors, Members have considerable experience of accessing the Council’s frontline services, and we urge you to engage with all Members and utilise their expertise to assist in the development of services.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Cc: Members of the Policy Review & Performance Scrutiny Committee.
Councillor Huw Thomas - Leader of the Council and Portfolio holder.
Ffion Gruffudd the Operational Manager of Bilingual Cardiff
Cabinet Support Team

Fy Nghyf / My Ref: CM41690
Eich Cyf / Your Ref: Scrutiny/PRAP/Comm Papers/Correspondence
Dyddiad / Date: 16th July 2019

Councillor David Walker
Chair - Policy Review & Performance Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
CF10 4UW

Annwyl/Dear David

Policy Review & Performance Scrutiny Committee - 8 May 2019

Thank you for your letter dated 5th June 2019 and for considering the Bilingual Cardiff Strategy Revised Action Plan in the Policy Review and Performance Scrutiny Committee on the 8th of May 2019.

As you will be aware the revised Action Plan was approved by full Council in June and the Bilingual Cardiff team will now be liaising with all of the Strategy's many partners in order to implement the numerous and wide-ranging objectives, all with the intention of increasing the number and percentage of Welsh speakers, as well as the use and visibility of the Welsh language, in the city.

I am pleased that the Committee acknowledged that the Bilingual Cardiff Action Plan was a major change programme and that the Bilingual Cardiff team considered themselves in a good position to successfully deliver the outcomes. It must be noted that even though the Bilingual Cardiff Strategy was developed as a statutory requirement, partnership working in this regard was already well underway prior to the introduction of Welsh Language Standards. In 2014, the Council organised the Bilingual Cardiff conference in City Hall, bringing together over 40 partners from a variety of organisations with a view to working together to develop a truly bilingual Cardiff and as such many of the partners were already on board prior to the drafting of the Strategy and were crucial in its development.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087 2631

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



Having built some highly effective partnerships over a number of years, and bringing new partners on board as implementation progresses, I am confident that when PRAP consider the item again next year, we will be in a position to report that significant/steady progress has been made regarding both the implementation and monitoring of the outcomes achieved against the plans submitted and approved.

In response to the other points raised I would note as follows:

Plasdŵr

The proposal for primary education at Plasdŵr is for a dual form of entry school, one stream Welsh medium and the second stream English medium – but with significant use of Welsh. In practice it is anticipated that this will mean up to 50% of education in the English stream being through the medium of Welsh which would be a significant departure for the English language primary sector in Cardiff.

It is anticipated that this will dovetail with future WG re-categorisation of schools in Wales and could be seen as a pioneering approach that has the potential to serve as a model of linguistic excellence, able to support new practice in other Cardiff schools as well as the demands of the new Education Curriculum.

This model would enable close partnership working of the streams through sharing a site, staff and facilities, would facilitate full language immersion for children within the Welsh-medium stream on the one hand and would also enable the children within the predominantly English-medium stream to build more secure Welsh language acquisition. The ambition being that many of those pupils, if the parents were confident and so wished, would be more able, with the necessary support in place, to go on to Welsh medium secondary education at Ysgol Plas Mawr or elsewhere, than happens at present.

Currently pupils in both mediums in Cardiff can go on to their secondary medium of choice, utilising the excellent immersion unit for those pupils wishing to transfer to Welsh medium secondary education. However, this primary school model could better facilitate that process for a comparatively greater number of pupils, and in so doing the model -would be a positive contribution to the 1 million Welsh speakers 2050 target set by Welsh Government.

As was noted, this would also avoid any adverse effect on current provision in the area, in both Welsh and English medium schools, it offers parents in the area some linguistic choice and it doesn't preclude opening single language schools at the Plasdŵr development in future.

Youth Provision

I can confirm that the allocation in this year's budget of £30k, as in previous years, is granted to the Urdd and Menter Caerdydd for the provision of youth services within the community and not for the establishment of a Welsh medium Youth Centre. For your information, the Bilingual Cardiff Cross-Party Member Group (BCMG) had invited the Council's Achievement Leader (Targeted Support) and youth services budget holder to its meeting held on 1st of July 2019 with a view to establishing percentage spend on Welsh medium provision, priorities going forward and opportunities to work in partnership in order to maximise the current WM budget allocation. In addition, they have asked for an

overview of current Council-led Welsh Medium youth provision in the city and the opportunities for young people to use the Welsh language and access Welsh medium youth provision outside the school gates. The BCMG will be writing to the Cabinet with their recommendations.

Employment

We are awaiting a response from Central South Consortium officers on attainment levels of Welsh Medium pupils studying STEM subjects (compared to English Medium) at key stages and at both GCSE and A level. When we receive that information in due course we'll pass it on to the Committee.

However, we are not aware of any specific information available as to how employers view Welsh Medium STEM qualifications, nor if Welsh medium pupils have faced any particular difficulties in gaining employment in STEM roles – both in Wales and further afield.

However I would observe that Welsh medium pupils in general seem to fare at least as well in the employment market, both here in Wales and further afield. Businesses both here and elsewhere after all do employ people with English, Slovenian, Spanish, Finish, French, Czech as well as Welsh medium STEM qualifications from internationally recognized qualification awarding bodies - and in addition, employers also seem to value the extra skills that another language brings to their business.

Procurement of Software

The Welsh language standards issued to local authorities are also applicable to third parties contracted to provide services on our behalf and all procurement contracts have included standard terms and conditions requiring all third parties to comply with the requirements of any relevant standards for a number of years.

A 'Welsh language screening test' is now part of all tenders, and must be completed by officers during the pre-tender stage. The aim of the screening test is to identify which Welsh language standards are likely to apply to the contract, so that these can be included as part of the service specification from the outset. The Contract Award Report also includes reference to the Welsh Language Standards in order to ensure that legislative requirements have been communicated clearly from the outset.

Whilst I acknowledge that it can sometimes be challenging to procure certain 'off the shelf' software and apps in Welsh, I am committed to leading the way with regards to the development of Welsh within software and systems as this area of work is crucial as we strive towards a million Welsh speakers by 2050. We have, for example, worked with partners to ensure that the Next Bike, MiPermit and Park Cardiff apps are fully bilingual and have, more recently, been working with Microsoft on the development of a bilingual Customer Service Chatbot. The bilingual capacity of the chatbot was tried and tested earlier this month and I am pleased to report that it passed with flying colours. The development of a fully bilingual chatbot was particularly challenging as this technology did not exist elsewhere, but demonstrates the importance of outlining specific requirements as part of the tender process and ensuring that the successful contract is awarded to a company that can demonstrate delivering bilingual capabilities.

Finally, I am unclear as to what the Committee had in mind when asking for 'the investment being made in Welsh education to be professionally assessed' and will respond to this point once I receive further clarification.

Once again, my sincere thanks in considering this item and for your contribution in the formulation of the revised action plan. I look forward to reporting positive outcomes in your Committee within a year of its approval by full Council.

Yn gywir/Yours sincerely,

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

Cyghorydd/Councillor Chris Weaver
Aelod Cabinet Dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member Finance, Modernisation & Performance

Date: 07 June 2019



Councillor Russell Goodway,
Cabinet Member for Investment and Development
County Hall,
Cardiff
CF10 4UW

Dear Russell,

Policy Review & Performance Scrutiny Committee: 8 May 2019

As Chair of the Policy Review and Performance Scrutiny Committee, I would like to thank you for attending Committee and providing the opportunity for Members to contribute their initial views to assist in the development of the Corporate Property Strategy 2020 -2025.

Members would also like to thank Helen Thomas, Head of Property for her presentation and the additional support provided by Matthew Seymour, Principal Asset Manager. We offer the following comments and observations for your consideration and response as you develop the Corporate Property Strategy 2020 - 2025.

The committee acknowledged that the current Property Strategy had assisted property users in gaining a better understanding of the needs of their services and future requirements. As a result of the property team being better resourced, a greater understanding of the condition of properties, their utilisation, running costs and value to the organisation has started to be achieved. This combined with improved professional and commercial advice has enabled property services to deliver the full range of transactions. The role of the service had also become a driver for change due to consolidation of services, supported by the Corporate Landlord model and the improved governance arrangements of the Asset Management Board.

The committee queried if the debate on the allocation of responsibilities for the education property portfolio had been resolved. It was explained that an agreement

was in place with the Director of Education and that his department would have a significant input into the property specifications but that the Corporate Landlord would also have a role in the identification of potential sites for schools. You were frank in describing this arrangement as 'a fudge'. A small group of Cabinet members will review the schools' operational plan every 6 weeks to monitor the situation. The committee will trust that this arrangement, which may not have satisfied all parties, is kept under review.

One of the aims identified in the report was to address the silo mentality of the council. It was indicated that the involvement of external public sector colleagues such as the police service had led to them looking to rationalise their estate and identify opportunities to co-locate with others for the mutual benefit of a wide group of public service providers. This in turn was challenging council service areas to think creatively in terms of their needs and accommodation requirements along with opportunities to collaborate internally as well as externally rather than to operate in isolation.

However, it was stated that the level of effort required to address this issue should not be underestimated and it was suggested that the use of the asset Management Board could assist in this task.

It was reported that Strategic Estates was being challenged to maximise its income from investment properties in order to fund the Economic Development service and the general revenue fund. The council was also being challenged to support social projects by subsidising the rents of some properties. The committee queried who was making these types of decisions and whether clear criteria and parameters had been developed and were being used. If they do exist, which was unclear, the committee will wish to examine them.

It was noted that there were natural tensions in balancing the entrepreneurial requirements of the council and financing its wellbeing agenda but that such tensions should be resolved using clear guidelines and agreed priorities.

The Committee requested clarification on the decision making process used to develop or dispose of properties or to use them to meet new alternative needs, sometimes with a social benefit. It was explained that assessment of the use, costs

and value of all council property was being undertaken to ensure all options are considered and appropriate decisions taken.

The collaborative arrangements with other public sector bodies currently relate to surplus properties but the property service could consider opportunities for co-location. These potentially complex arrangements would need careful assessment to ensure that appropriate value and benefits were achieved. Benevolence to other public bodies would not normally be justifiable and any benefits of a collaborative arrangement would be based on the council seeking equality of outcome value or benefit.

The committee raised questions regarding the authority's liability in respect of community asset transfer should a property fall into disrepair with residual risk in terms of Health and Safety and sustainability. It was stated that the council should undertake due diligence to ensure the acquiring organisation has the capability to meet the liabilities and financial expectations placed on them. A review of Community Asset Transfer policy could provide opportunities for communities and the council, provided that the model proposed contained the proper safeguards.

In summary, this letter refers to the need for reviews, policies and guidelines in a number of areas. If these already exist could your colleagues please let Nicola have copies? If they have yet to be drafted, the committee suggests that further clarification in the form of policies and guidelines be prepared and would wish to scrutinise them in due course. These include:

- A property policy statement indicating how service areas could break free of silos by sharing property with other service areas or public sector bodies.
- Guidelines on how income from property transactions can be used.
- A policy statement on how the Council intends to collaborate with other public sector bodies in terms of property use and ownership.
- A review of where the Council stands on Community Asset Transfer taking into account the experience of other LAs and best practice guidelines.
- A review, a year from its starting point, of the effectiveness of the compromise arrangements put in place to manage the schools' estate.

Finally, as Councillors, Members have considerable experience of accessing the Council's frontline services, and we urge you to engage with all Members and utilise their expertise to assist in the development of services and that the Committee's involvement during the development of the new strategy be continued.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

**COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc: Members of the Policy Review & Performance Scrutiny Committee.
Helen Thomas, Head of Property
Matthew Seymour, Principal Asset Manager
Cabinet Support Team

Date: 07 June 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Chris,

Policy Review & Performance Scrutiny Committee: 8 May 2019

As Chair of the Policy Review and Performance Scrutiny Committee, I would like to thank you for attending Committee to update Members on the view of the arrangements to support the Capital Ambition Delivery Programme undertaken by the Wales Audit Office (WAO).

At the meeting it was explained that in 2017, Cabinet approved 'Capital Ambition', the administration's 5 year policy programme for the Council and the identified priorities which had been translated into the Council's Corporate Plan called Delivering Capital Ambition. Between September 2018 and March 2019 the WAO undertook a review of the development and implementation of the Capital Ambition Delivery Programme and to observe the governance arrangements in practice

Members would also like to thank Ian Phillips and Samantha Clements from the WAO, Chris Lee, Corporate Director Resources, Dean Thomas, Portfolio Manager, Capital Ambition Delivery Programme to provide an opportunity to clarify some of the details included in the WAO report. We offer the following comments and observations for your consideration in respect of the arrangements to support the Capital Ambition Delivery Programme.

Overall the WAO confirmed that that the Council has sound programme management arrangements in place for its Capital Ambition Delivery Programme but made three recommendations which related to strengthening engagement with scrutiny, reviewing the associated management arrangements which support delivery of the

Corporate Plan such as the Directorate Delivery Plans and make links to the medium term financial plan to ensure that the savings targets are realised.

The Committee requested clarification regarding the proposal for programme P1 and the strengthening of the role of scrutiny in engaging with, and challenging the delivery and impact of the programme to increase accountability and help provide momentum. It was acknowledged that the report did not reflect the work that had been undertaken in the last few months which would have enabled the Committee to gain an initial understanding of the Capital Ambition Delivery Programme with the intention to effectively scrutinise the programme in the near future. There is a case to improve coordination between Scrutiny Committees in the development of their forward work programmes and the identification of topics associated with the Capital Ambition Delivery Plan. This coordination should be undertaken with the Scrutiny Chairs.

The Programme Manager was also invited to attend a meeting with the Chairperson of the committee and the scrutiny officer to clarify the progress being made with projects and to identify those which are ready for detailed scrutiny.

The Corporate Director Resources confirmed that the programme had already provided beneficial outcomes and that the proposals for improvement linked to the medium term financial strategy were critical to ensure that the delivery plan met the desired outcomes for making significant savings.

Members also sought clarification of the process to ensure that project costs were achieving the expected outcomes in respect of budget savings and transformational benefits. It was explained that following the governance meetings of the Investment Review Board project area leads have been requested to attend a subsequent meeting to ensure that costs would not exceed any benefits and to confirm that the desired project outcomes had been achieved.

Members reinforced the importance of clear financial cost and savings goals in scoping projects so that the achievement of both can be assessed. This will clearly include invest to save projects where the financial case would have even greater depth.

The committee was pleased to be briefed on the Capital Ambition Delivery Programme and will expect scrutiny to make a contribution to optimising its outcomes. It may also warn of any shortcomings in terms of progress ,costs and potential benefits

Finally, as Councillors, Members have considerable experience of accessing the Council's frontline services, and we urge you to engage with all Members and utilise their expertise to assist in the development of services.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee. The proposals for improvement for the Capital Ambition Delivery Programme will be considered during the scrutiny chairs meetings and in the development of the Forward Work Programmes of the Scrutiny Committees.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

**COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc: Members of the Policy Review & Performance Scrutiny Committee.
Samantha Clements, Wales Audit Office
Ian Phillips, Wales Audit Office
Dean Thomas, Programme Manager Capital Ambition Delivery Programme.
Cabinet Support Team

This page is intentionally left blank

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM41816
Eich Cyf / My Ref:
Dyddiad / Date: 5th September 2019

Councillor David Walker
Chair - Policy Review & Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
CF10 4UW



Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk
County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Annwyl/Dear David

**Policy Review And Performance Scrutiny Committee 12 June 2019
Sickness Absence**

Thank you for your letter dated 25th June 2019.

Outturn 2018/19 – current position

I am also disappointed at the 2018/19 outturn position on sickness absence, however I can assure you that we are taking action and that our actions are the correct ones. I note that you reference the decrease in short term sickness absence, which has decreased by 5% in the last 12 months. I would also point out that 42% of Council staff had no sickness absence in 2018/19. The presentation to Scrutiny on 12th June 2019 included two examples of preventative approaches we are taking that are aimed at preventing muscular skeletal absence. There is appropriate training to look to prevent injury and illness, and wellbeing resources to guide staff to appropriate support for many issues relating to stress and mental health. We will continue to work on preventative and supportive measures, and look for best practice that we can adopt.

In the January 2018 PRAP meeting, APSE stated that there was “no magic solution” and that data should be used more proactively to target supportive interventions. This led to a number of actions being taken as previously highlighted to this committee in September 2018 where the committee scrutinised the action plans.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087 2631

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.

Action Taken in 2018/19

Q1 and Q2 indicated that we were on track to achieve an outturn of 10.41 FTE days lost which was an improvement on the outturn for 2017/18. As a result of the Q3 2018/19 forecast the Council did take action in Q4 to introduce some adjustments to the policy which were as a result of discussion with Merthyr Tydfil Council and translated these into two specific adjustments which were implemented from 1st April 2019.

I note your comment regarding the new employee leaflet though we do not necessarily agree that it could concern some staff. The leaflet needs to summarise in clear language the key aspects of the Attendance & Wellbeing policy and it reflects the policy and employee/manager guidance. The leaflet does reference involvement of Occupational Health but also states "if appropriate". There has been no adverse reaction from employees to the leaflet which was consulted on with Trade Unions prior to sending.

Individual Service Areas

In your response, there is reference to "We note that you consider there has been an improvement in sickness absence at Lamby Way".

I did not make this statement nor did officers at the meeting. However if the committee wants to look at inviting some service areas to talk about what actions they are taking, that would be welcomed.

Analysis of Data

We will provide further analysis of Q3 and Q4 data as agreed at the meeting.

We welcome the committee's recognition of the work we have done on the Carers Policy and in particular the development of the Carers Passport, becoming a member of Employer for Carers and would like to highlight how this is seen as a helpful preventative action we have taken.

In your response, you reference that "it may be difficult to separate stress into work-related and non-work related stress". This is a differentiation which is made in the data and as such an analysis was provided at the meeting under the reasons for absence slide in the presentation (slide no.7 and 10).

Preventative Action

We both agreed that there needs to be more preventative approaches to tackling the increasing trend in Long Term Sickness, particularly in relation to stress non-work related absence.

There has been an increasing focus on Health and Wellbeing Initiatives over the last 12 – 18 months which are aimed at prevention. For example, Awareness Sessions covering prostate cancer, ovarian cancer, diabetes, Dementia Friends etc. We provide access to Physio via the Councils in-house Occupational Health Service which effectively fast tracks staff to treatment in 2 weeks. We also have a highly rated Employee Counselling Service, which is experiencing high demand, and we are responding with additional resource to reduce waiting times.

For information I attach the **June 2019 Health & Wellbeing Newsletter** and **Directory** which highlight a number of preventative agencies and services available to staff. This includes "Community Wellbeing Services" previously raised by this Committee. We will continue to work on preventative actions to help address sickness absence, and I welcome the committee's interest and involvement in this area.

Further Data

I am happy to provide the committee with data from across Wales and Core Cities, but also strongly believe that we need to ensure that when we reference other authorities we are accurately reflecting the actual policy or data. There was the suggestion made at the Scrutiny meeting that an Authority was reducing pay after 3 months. We have checked with the authority in question and confirmed that they pay 6 months full pay and 6 months half pay in line with National T&Cs and the same as Cardiff Council.

We are open to best practice and search for it, however it is also important that we do not lose focus on the challenge at hand.

APSE did say that our Policy was "largely ok" and that it was more about managers using management judgement when needed, hence changes which have been made to the policy to allow managers to exercise their judgement.

Private Healthcare Benefits

There was reference to a former council policy "to offer private healthcare to certain key staff as it enabled faster diagnosis". The current policy allows for referrals to consultants for example, to avoid unnecessary delays, and that seems an appropriate approach.

Conclusions

You state in your conclusion that 'Whatever actions were taken clearly did not work'. I agree with the Committee that this is a serious challenge and am disappointed in the outturn. However, I would point out that we cannot know what the sickness absence outturn would have been if the measures we have taken had not been put in place – without appropriate response the rates could have been higher. There is a significant proactive and preventative approach to tackling sickness and the overall wellbeing of staff, and it will remain a focus of our work.

Yn gywir/
Yours sincerely



Cynghorydd / Councillor Chris Weaver
Aelod Cabinet Dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member Finance, Modernisation & Performance

Enc: June 2019 Health & Wellbeing Newsletter and Directory

Date: 25 June 2019

Councillor Chris Weaver,
Cabinet Member
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Chris,

Policy Review & Performance Scrutiny Committee: 12 June 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you for attending Committee and providing the opportunity for Members to consider the Council's progress in tackling Sickness Absence, and the actions taken to date. We know that you value the Committee's focus and feedback on this important challenge for the Council. Members have asked me to pass on our appreciation to Philip Lenz, Anita Batten and Gaynor Collins for supporting this scrutiny. We offer the following comments and observations for you to reflect on as you continue to review and refine the Cabinet's approach.

Outturn 2018/19 - Current position

The Committee notes that the sickness absence outturn for 2018/19 is 11.53 FTE days lost per person against a target of 9.5 FTE. It was highlighted that the previous administration had been successful in achieving an outturn below 10 FTE in 2015/16 and the cabinet member reported it was a result of close and challenging focus on service areas and senior managers, who were then held to account for high absence and sickness levels. We believe such focus and challenge is needed on a continual basis to avoid levels increasing in the future. We are disappointed at this outturn and the lack of impact of the Council's actions, particularly since you had engaged the services of APSE in offering advice on tackling sickness this year. The Members' observations that follow are offered in a constructive vein.

We heard that over the past five years actions have impacted on short term sickness absence, which has decreased by 10%, whilst in the same period long term sickness has increased by 10%. We also heard that the impact of this increase in long term

sickness has resulted in a significant upturn in Occupational Health referrals as well as in the Council's overall sickness level outcome.

Actions taken in 2018/19

The Committee notes there have been revisions to the Council's policy in 2018/19. There appears to have been two specific adjustments made to the Council's Employee Attendance and Wellbeing policy, as of 1st April 2019. Case conferences will now take place at 12 and 24 weeks and line managers will carry out the informal support stages of the policy whilst the formal stages will now be carried out by the next level of management.

Members consider that the policy leaflet issued to all staff advising them of these changes could concern some of them. We feel it should include reassurance that it may not always be necessary to refer them to Occupational Health or arrange contact visits, as well as clarifying the stages of the policy.

Further, we wish to point out that it is not always within an absent employee's control to secure prompt appointments with GP's and hospital clinics and managers should therefore understand this difficulty. Please note comments below on private health cover in this context.

Individual Service Areas

There remain widely differing levels of sickness across service areas and we heard that bespoke action plans have been put in place for each area where there are concerns. We note that you consider there has been an improvement in sickness absence at Lamby Way although its level remains a concern. We will therefore consider the option of inviting some service areas to Committee to enable a deeper dive into the effectiveness of their action plans and the challenges they are facing.

Analysis of data

At the meeting it became clear that you have undertaken considerable analysis of Q3 and Q4 data, which should provide insight into the reasons for the final 2018/19 outturn compared with that projected at quarters 1 and 2. You offered to share this analysis with us and we look forward to sight of the breakdown.

We are interested in the sickness absence levels recorded for 45-64 year old employees, an age range that often has multiple caring responsibilities.

We note initiatives to date such as the review of the Carers Policy, the active Carers Network and the option for carers to indicate on the HR system that they are a carer. In our view, although it may be difficult to separate stress into *work-related* and *non-work related* stress, such analysis would be useful so that attention can be directed to the work related causes.

Preventative Action

The Committee feels strongly that there is a need for greater proactivity in tackling sickness absence. We wish to see more preventative approaches to tackling the increasing trend. As mental health and muscular-skeletal sickness continues to increase, along with occupational health referrals, we consider it is important to proactively examine the underlying causes as to *why* injuries and stress related illnesses are occurring. Those who have leadership responsibilities should also be closely involved in this analysis and what preventative actions they could be taking. We therefore urge that you consider how best to use the results of your analysis to be more proactive in developing preventative approaches.

We note also that you have not yet factored the rise in pensionable age to sixty seven into projections of sickness absence and we consider this would be wise.

Further data

Thank you for offering future sight of the complete all Wales and Core City data sets when they become available, we look forward to receiving them. We are pleased to hear you will be exchanging best practice in tackling sickness absence with other authorities across Wales and again refer you to those authorities with outcomes below 10 days including Merthyr Tydfil and the Vale where we understand that a number of successful measures they employed are yet to be considered for Cardiff.

Private healthcare benefits

One Member reminded us of a former Council policy to offer private healthcare to certain key staff as it enabled faster diagnosis, treatment and return to work at a relatively low cost. We encourage you to explore this, not only from a business, from

a staff recruitment and retention angle. We note that the Council already offers some services in-house that are available under private healthcare.

Our conclusion is that measures undertaken in 2018/19 failed to deliver the Council's sickness target and your analysis of what happened from quarter 3 onwards needs to assist the organisation in adopting a more preventative approach in the future.

Whatever actions were taken clearly did not work. The Committee is concerned that the analysis and data systems you have put in place are not yet informing a more preventative and proactive approach to tackling sickness absence in the Council. When we next monitor sickness we will follow up this line of inquiry.

There are a number of requests for further data and action points for you to follow up in this letter, and the Committee therefore looks forward to a response on all matters we have raised.

On behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to update us on Sickness Absence. I would be grateful if you would consider our feedback on this important matter and I confirm we will maintain an interest in this key challenge. I look forward to your response.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Philip Lenz, Chief Human Resources Officer
Anita Batten, HR People Partner
Gaynor Collins, Occupational Health Manager
Alison Taylor, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

Date: 26 June 2019



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Chris,

Policy Review & Performance Scrutiny Committee: 12 June 2019

On behalf of the Policy Review and Performance Scrutiny Committee my sincere thanks for attending Committee with an update of progress on the Workforce Strategy 2018-21. Please also pass on our thanks to Philip Lenz and Anita Batten for the comprehensive presentation. We offer the following comments and observations for your consideration and response.

Agile working

The Committee is interested in the challenge of smarter, agile working and its resource implications for employees, accommodation and technology. We note your reference to a new project within the Capital Ambition Delivery Programme that will address agile working. We look forward to finding out more about this project as we start to formulate the Committee's 2019/20 work programme. Please forward any existing policy and procedure papers on this topic to inform our work programme development.

Integrating Council policies

When we first considered the Workforce Strategy in May 2018 we understood that it aimed to strengthen the links between business, financial and workforce planning, with the intended outcome of improving overall performance including delivery of higher customer service standards. We wish to re-iterate that we consider it important to ensure that the Council's PPDR system has strong links to the Workforce Strategy and is included in its documentation and processes.

Similarly, given its relevance to the Workforce Strategy, we will monitor the roll-out of customer service training and the three levels of training to be delivered by the Academy as part of our 2019/20 work programme.

Health and Wellbeing programme

We note that the Health and Wellbeing programme is reported as being on track and wish to have sight of attendance figures you have collected for activities organised under this programme.

Workforce reflecting its customer base

Members are keen to establish progress in respect of the Council's levels of BME employees within the workforce. We note numbers have increased, particularly since the Council started advertising its jobs internally and externally simultaneously. However we are interested in the size of the increase and the percentage of BME applicants that are successful in being appointed having applied. I would be grateful if you would provide this information.

Zero based budgeting

The Committee observed that the overall number of FTE employees has decreased by 20% over the past 10 years at a time when workloads and customer demands have risen. We know that budgetary tightening will continue into the foreseeable future. So we consider it is important to establish existing and future budgets and staffing needs by taking a fundamental look at the resources required to deliver the services really needed rather than working with the status quo year on year.

Therefore whilst you said that staff resources are addressed each year in developing a budget, by taking a zero based budgeting approach to resourcing services you will be more likely to arrive at the correct number required to deliver essential services. This will reveal the number of staff who might be deployed to the front line to compensate for natural staff turnover and to meet other operational requirements.

Measuring success

Linked to the point above, members consider it important to be clear about the outcomes the Council is expecting from its workforce processes and activities to ensure it is able to measure success and focusses on the key goals and priorities.

We note that you feel there are many measures of success already in place, such as delivery against the Corporate Plan, delivery compared with all Wales performance figures and schools' results. Indeed all five priorities of the Workforce Strategy were cited as outcomes for measurement. The Committee suggests using productivity to effectively illustrate the outcome of the Workforce Strategy and inform staffing projections. Has the Council measured the work required, the productivity it expects and therefore the staff required to undertake its priorities and the skills needs of these employees? This is unclear at present and we consider that measuring productivity is fundamental in planning workforce requirements. I would therefore appreciate clarification on this key matter, and it is a matter that the committee may wish to scrutinise further.

I look forward to receiving the additional information requested in this letter. Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Workforce Strategy.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Philip Lenz, Chief Human Resources Officer
Anita Batten, HR People Partner
Joanne Watkins, Cabinet Office Manager
Alison Taylor, Cabinet Support Officer.

This page is intentionally left blank

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM41820
Eich Cyf / Your Ref: T: Scrutiny/PRAP/Comm Papers
Dyddiad / Date: 6th September 2019



Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk
County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Councillor David Walker
Chair - Policy Review & Performance Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
CF10 4UW

Annwyl/Dear David

**Policy Review And Performance Scrutiny Committee 12 June 2019
Workforce Strategy 2018-21**

Thank you for your letter of 26th June 2019 and the opportunity to present to Committee on 12th June 2019. Your comments and observations are welcomed.

Agile Working

We currently have a Flexible Working Policy and Toolkit, which is attached. This is under review and a revised policy will be developed as part of the work of the Smarter Working project group that is led by Chris Lee, Corporate Director, Resources. We would welcome the opportunity to update the committee on this at a later date.

Integrating Council Policies

Since the introduction of the Workforce Strategy in July 2018, the work that has been carried out over the last year has concentrated on establishing the five key priorities of the strategy. As mentioned in the meeting there is a clear line of sight from the Individuals Personal Review to the Corporate Plan and this is represented in the diagram attached as **Appendix 1** that has been taken from the guidance on Personal Reviews. The Golden Thread of Performance shows the link between the Corporate Plan, Directorate Delivery Plans and an individual's objectives. The Personal Review process links to the workforce strategy through the workforce planning priority. The discussions that take place between managers and employees as part of the Personal Review process are reflected in Directorate workforce planning action plans and in the Corporate Workforce Planning action plan.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



The workforce planning priority also links with the other priorities within the strategy and the actions coming out of the workforce plans support the delivery of the priorities.

By way of an example, here are a few of the actions within the corporate workforce action plan:

- **Increase Diversity of workforce** by working with BME networks, partner agencies and community groups to understand their barriers to applying for Council jobs.
- **Increase skills and competencies** by identifying skills gaps and target training to upskill staff - This is directly linked to conversations that happen as part of the Personal Review process.
- **Review sickness absence data to inform Health & Wellbeing initiatives and campaigns** by reviewing sickness absence data and developing a programme of activity to help reduce levels of sickness absence.

I am happy to meet with the Chair of PRAP to go through the Council wide workforce planning action plan for 2018/19 to help demonstrate how the priorities link together. This was offered previously, I refer to my response letter dated 7th June 2018 (attached) which states 'I would like to suggest that I meet the Chair of PRAP in January to show the Chair an example of a completed workforce Plan in practice.'

Health and Wellbeing Programme

The Health & Wellbeing activities and sessions are well attended by employees and this is evidenced in the attached report (**Appendix 2**).

Workforce Reflecting its Customer Base

The committee requested information on the 'Size of increase and percentage of BME applicants that are successful in being appointed having applied'. The number of BME applicants that were appointed to posts in the last financial year was 9.12%, which is significantly higher than the overall number of BME employees within the Council which was 6.77%. This demonstrates that the changes that have been made are having an impact on changing the overall make-up of the workforce.

Zero Based Budgeting

Whereas zero-based budgeting is not something that we currently undertake universally, we do undertake bottom up modelling approaches for new and emerging budget pressures (and opportunities) but we will be reviewing our budgeting process and will take on board your comments and suggestions as part of the review.

Measuring Success

Directorate Delivery Plans and Service Plans detail the priorities of each directorate. They specify the work they will carry out to deliver the Corporate Plan and the Local Well-Being Plan in line with the Golden Thread of Performance. To determine success, Directorates are assessed against a 'basket of measures' e.g. Service Delivery, Customer Satisfaction and Managing the Service within budget (this is monitored quarterly). These measures are an indicator of levels of productivity.

The Workforce Planning exercise undertaken throughout 2018/19 enabled Directorates to review and evaluate their current workforce against their service delivery objectives and their performance levels. They were then able to realign their resources accordingly.

Directorates were also able to identify their training priorities to ensure employees were more effective in their roles. Where Directorates had particular issues around Recruitment & Retention, they have been able to develop actions to address the matter e.g. issues around the recruitment and retention of Social Workers.

As the Directorate workforce plans mature, there will be greater opportunity for cross directorate working to take place. In addition, the work on smarter working will contribute to increased levels of productivity as employees manage and organise their workload more efficiently and autonomously. Therefore, the Council will be better placed to allocate resources in the most efficient and effective way.

I hope the above is of assistance.

Yn gywir/
Yours sincerely



Cynghorydd / Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member for Finance, Modernisation & Performance

Enc: Flexible Working Policy and Toolkit
Appendix 1 - Golden Thread of Performance Diagram
Appendix 2 - Health and Wellbeing Response to PRAP
Cabinet Member Response Letter - 7 June 2018

Date: 26 July 2019

Councillor Huw Thomas,
Leader
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Huw,

Policy Review & Performance Scrutiny Committee: 10 July 2019

On behalf of the Policy Review and Performance Scrutiny Committee my sincere thanks for attending Committee with the Annual Well-Being Report 2018-19. Please also pass on our thanks to Councillor Chris Weaver, Paul Orders, Dylan Owen and Gareth Newell for the comprehensive presentation. We offer the following comments and observations for your consideration and response.

Variety of terminology

The report contained a variety of terminology which appeared inconsistent and potentially confusing to members of the public. It was indicated that the report information would be reviewed with the intention to make improvements to enhance the clarity of the information for the benefit of the committees and the public considering the report. Support for the proposal for Gareth Newell to meet with myself and the other committee members separately to assist in the continual improvement of the Annual Wellbeing Report would be appreciated.

The self-assessment

The Committee was keen to understand the rationale in respect of the self-assessment which identified objectives as satisfactory when there was significant variance in the level of achievement of the Key performance indicators (KPIs). The Committee was advised that the KPIs were not the sole source of information and that reports from the Auditors Inspectors and Regulators had also been taken into account to provide a balanced assessment which was then challenged and moderated by the Cabinet to provide a rounder view of council performance which you considered as good and can do better. However, the variety of information

sources and the factors used to determine the self-assessment rating was not clear in the report and this should be included as one of the potential areas for improvement in the future.

Key Performance Indicators with no data

It was identified that approximately 25% of KPI's contained within the report had no associated data. It was acknowledged that the majority of these KPIs related to the Social Services Wellbeing Act. These were new indicators and no targets had been set. The committee considered that this should have been explained in the report and that appropriate measures should be identified at the earliest opportunity rather than having KPIs with no data.

Corporate Landlord

The Committee considered that the implementation of the Corporate Landlord model had provided some benefits and the report included some significant and worthy objectives. Information regarding the backlog of essential maintenance for corporate building was estimated to be approximately £100m but this could be as high as £250M. Some clarity was needed regarding the financial implications on the capital programme of this maintenance backlog. The committee was advised that property condition surveys had been undertaken as part of a comprehensive review of council stock. These surveys had provided a greater depth of knowledge and understanding of the corporate estate which had updated the previously illustrative figures that had previously been provided. It was identified that the key strategies to progress the Corporate estate would be brought to Cabinet in the near future and the Committee would welcome being involved in the decision making on these strategies.

Setting Appropriate Targets

From the report it was identified that a number of targets were considered as not being challenging enough and that the target should provide an opportunity for an element of stretch. It was clarified that the committee assisted in setting the new targets last year and there was some year on year fluctuation which would be reviewed. The report also identified some great performance but performance which was out of context for this year should be identified and an explanation of the reasons for being out of context.

The committee also wished to commend the work undertaken with the implementation of Universal credit and with the management of 5000 queries when an initial target of 1500 was set. This target would also be reviewed this year as the spike in queries was the result of the initial implementation of Universal Credit and now that it was in place the number of queries were expected to reduce.

Fostering and adoption

The Committee expressed its concerns with the rising number of Independent Fostering Agencies (IFAs) and the need to increase the levels of adoption. The members were informed that this matter was not being neglected and that increasing adoption was a key part of the Council's policy and that action was being taken in respect of IFAs. The committee welcomed the long awaited parity in the target set for looked after children compared with other children.

New Indicators

Members of the committee proposed that additional performance indicators be developed to include:

- The impact and levels of poverty
- The number of new jobs created following a Council Apprenticeship
- Contractors of the Council paying its employees a living wage

Overall Performance

The committee welcomed the report which on the whole described a positive position of the council performance for the 2018-19 year.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Annual Well-Being Report 2018-19

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Cc Members of the Policy Review & Performance Scrutiny Committee
Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance,
Paul Orders, Chief Executive
Gareth Newell, Head of Partnerships and Performance
Dylan Owen – Head of Cabinet Office
Joanne Watkins, Cabinet Office Manager
Claire Deguara
Cabinet Support Officers.

Date: 18 July 2019

Councillor Huw Thomas,
Leader
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Huw,

**Review of the Cardiff Well-Being Plan 2018-2023, Draft Annual Report 2018/19
by the Policy Review & Performance Scrutiny Committee: 10 July 2019**

On behalf of the Policy Review and Performance Scrutiny Committee please accept my thanks for attending the Committee when it considered the Cardiff Well-Being Plan 2018-2023, Draft Annual Report 2018/19. Please also pass on our thanks to Maria Battle, Dr Sian Griffiths, Paul Orders and Gareth Newell for the comprehensive presentation. We offer the following comments and observations for your consideration and response.

- **Stronger together**

The committee was encouraged that the Public Service Board (PSB) considered itself stronger by working collaboratively with partners. It was also stated that the work of the Regional Partnership Board had progressed the life chances of the city. The alignment with the Council's wellbeing objectives and the focus on areas of collaborative advantage were considered important in progressing the PSB's statutory responsibilities. The collaborative nature of the partnership provided the opportunity to consider the challenges faced by the PSB including the potential for difficult conversations between partners. In response to a question it was stressed that a key goal is to tackle some of the big challenges rather than focussing on the 'low hanging fruit'. Attempts at public sector collaboration have failed to meet expectations in the past and the committee was informed that the PSB saw initial signs of positive progress.

- **Support and Funding**

The Committee was aware that there were a significant number of projects and plans all of which required prioritising, monitoring and funding to ensure

that positive outcomes were achieved. It was explained that a secretariat supported the PSB Delivery Board and its members. The secretariat also assisted in the identification of collaborative projects and the co-ordination of the integrated funding arrangements.

- **Sustainable futures**

It was reported that the consideration of the Wellbeing of Future Generations Act in the development of services enabled the partnerships to collectively improve the lives of all residents of Cardiff. The effective integration of services including transport and the Next bike scheme were reported as making an impact by getting more people active and supported the aim to improve air quality across the city. The Get Me Home Plus service which supported social services engagement with patients in hospital to assist in transition between hospital and home care was also identified as making a significant difference.

- **Collaborative Asset Management**

The committee queried whether wider discussions had been undertaken with partners regarding the sharing of buildings and estate. We were informed that an asset management survey was being undertaken with partners and the relevant property specialists were working collaboratively on potential projects. It was noted that the Heath Hospital would receive significant new development work and options for a comprehensive hub, involving a range of partners, were being considered as part of that major future investment.

- **Brexit Preparation**

The committee ask for clarification of the PSB's plans for a possible No-Deal Brexit. It was explained that there were a number of shared issues including supply chains, contracts and staffing issues across South East Wales. Operational preparation and stockpiling was being undertaken and South Wales Police were discussing community cohesion risks. Brexit indicators and intelligence are currently being considered at PSB monthly meetings and Brexit related topics will be given greater emphasis as 31 October approaches. The Committee was assured that contingency plans were being prepared. We requested that we be informed of any significant changes to the

existing plans or of any important issues that arose in the period before a formal Brexit decision.

- **Setting Appropriate Targets**

It was identified that there were no targets set to measure the outcomes of work that was being undertaken. The Committee was informed that there was at least a year of data and experience to use as the basis for target setting. The PSB partners acknowledged that setting targets would be beneficial. The Committee recommends that appropriate targets be developed in the forthcoming year and wishes to be briefed on the structure to be used, the areas to be targeted and how the performance monitoring process will be established and operate. It will expect further information on this area at the next PSB scrutiny meeting.

- **The challenges ahead**

It was reported that the wider range of partnership working in Hubs had been beneficial and that the delayed transfers of care indicator showed improvement. However, the partners acknowledged that they needed to build on preventative work. This would include work in relation to Looked after Children and the environment with the reduction of Nitrogen Dioxide (NO₂) levels in city centre being a key challenge. Other challenges would also need to be considered including homelessness, substance misuse and knife crime.

- **Overall Performance**

The committee welcomed the report which described a positive performance position for the 2018-19 year. The committee also acknowledged the work of Maria Battle at the PSB and wishes her well as she takes up a new role in West Wales

Once again, on behalf of the Committee, please pass my thanks to all who attended PRAP Scrutiny Committee to assist us in our consideration of the Cardiff Well-Being Plan 2018-2023, Draft Annual Report 2018/19.

Yours sincerely,



**COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc Members of the Policy Review & Performance Scrutiny Committee,
Maria Battle, Vice Chair of the Cardiff Public Services Board,
Dr Sian Griffiths,
Paul Orders, Chief Executive,
Gareth Newell, Head of Partnerships and Performance,
PSB Secretariat
Minister for Housing and Local Government;
Future Generations Commissioner for Wales;
Auditor General for Wales.