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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 15 JANUARY 2020, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

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

Time approx.

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 5 - 10)

To approve as a correct record the minutes of the meetings held on 13 November 2019.

4 Sickness Absence (Pages 11 - 40)

Monitoring of the corporate position at Q2 2019/20.
Case study review of the management of sickness within the Street Scene service area.

5 Local Government & Elections (Wales) Bill (Pages 41 - 60)

Briefing on the performance and governance implications of the forthcoming Bill.

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

- 6 Corporate Planning 2020/23 & Mid-year Performance Assessment - to follow**

Policy development consideration of Capital Ambition refresh, corporate planning for 2020/23, and monitoring of 2019/20 Quarter 2 corporate performance.
- 7 Forward Work Programme (Pages 61 - 68)**
- 8 Urgent Items (if any)**
- 9 Way Forward**
- 10 Date of next meeting - 10.30am, 19 February 2020**

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 9 January 2020

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

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POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

13 NOVEMBER 2019

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

40 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Lister and McKerlich.

41 : DECLARATIONS OF INTEREST

None received.

42 : MINUTES

The minutes of the meetings held on 25 September 2019 and 16 October 2019 were approved as a correct record and signed by the Chairperson.

43 : WAO ANNUAL IMPROVEMENT REPORT 2018-19

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance, Paul Orders, Chief Executive, Chris Lee, Corporate Director Resources, and Gareth Newell, Head of Performance and Partnerships to the meeting.

The Chairperson advised that in line with Committees Terms of Reference to scrutinise the Council's Programme for Improvement, Committee will consider the WAO Annual Improvement Report 2018/19, and internally challenge how effectively the Council is preparing for improvement.

The report summarises the audit work undertaken by WAO within Cardiff Council over the last year.

Delivering Capital Ambition - As part of the item Committee received a verbal update from the Chief Executive on future plans for the Capital Ambition Programme.

The Chairperson invited the Cabinet Member, Finance, Modernisation & Performance, Councillor Chris Weaver, to make a statement in which he welcomed scrutiny and evaluation of this report, as there was a constant theme of improvement and challenges.

The Chairperson invited the Chief Executive to give a brief presentation of the Council's improvement journey to date, after which he invited questions and comments from Members.

With reference to the Local Government Reform Bill, Members noted the publication date of 18th November 2019 and asked what the process is following this. Officers

advised that it would take a few months, there would be consultation then Cabinet will discuss and decide who will respond (either Council or Cabinet).

Members asked if it would change the way the Council operates. The Chief Executive advised that the Improvement Framework will change, there would be a mandatory Peer Review in a Welsh context, the Council would be required to respond to external peer findings; there would be the introduction of Regional Structures and Corporate Joint Committees for Economic Development, Strategic Planning, Transport and Educational Improvement; all meaning a significant modification of how services are delivered going forward.

Members asked if this would have an impact on what Committee scrutinises in the future. Officers advised that it would, it would repeal the 2009 measure, Future Generations would be more prominent and there would be increased emphasis on Self-Assessment in each public organisation.

With reference to comparable Cities, Members considered that Bristol or Coventry may be better comparators as there were no comparable cities in Wales, and asked if this was likely to happen. The Chief Executive said there may be scope to frame a panel of peers, he anticipated these would be external peers outside of Wales, especially for a robust peer review method.

Members referred to sustainability, the Future Generations Act, transport and lean air, noting that there had been issues raised by Welsh Government with the Council's Clean Air Strategy. Members asked for an update on the current position. The Chief Executive noted that there had been some specific requirements with regards to data, an individual panel had sought clarification from the Council, which was duly submitted. There had been a panel meeting this week and it was anticipated that a response to the Council's proposals would come from Welsh Government shortly.

Members noted WAO comments about 5 ways of working and asked what this entails and how it is measured. Officers considered that WAO had not evidenced the statement very well and that it needed some clarification. It was in reference to the Transport Green Paper and referred to Corporate Planning, Consultation and Public Health, which was the remit. Officers have taken on board all comments and are looking at staff resources to support 5 ways of working. WAO had also commented on collaborative working and recognise it is a journey. WAO criticism was not overt but it was there, however does have partnership working and long term planning etc. in place.

Members considered it was disappointing that WAO had not attended the meeting as it would have helped a full scrutiny. Officers stated that going forward there was scope for dialogue, WAO had offered to have workshop settings with WAO, Estyn and Children Inspectorate Wales looking at the application of the Future Generations Act.

Members noted the proposal for improved Environmental Health and increased Member oversight and asked how this would work as part of a Shared Regulatory Service (SRS). The Cabinet Member stated that the action plan was still under development and would be looked at by the Environmental Scrutiny Committee in the coming month. The Chief Executive said they would look at the reporting

arrangements of the SRS but he was comfortable with how SRS reports back to Council.

Members noted that currently it was budget planning time and asked about the impact of these changes and how they could be prepared for. Officers advised that any change of resource will need to be reflected in the budget strategy, financial resilience would be undertaken of all the 22 Local Authorities; this will go to Audit Committee but PRAP may be interested in receiving this information too.

Members discussed the Capital Ambition aspect, and specifically the review of management arrangements and asked for an updated position on this. Members were advised that the Capital Ambition team are being reviewed in detail, which will result in changes, there will be a need to spread resources more effectively to ensure there is the right staff support for specific projects. Officers added that the strengthening of management support would be concluded in a month.

Members asked if all projects were subject to timeframes, targets, quality standards etc. Officers advised that they were, all was in place and there was scope for improvement in the allocation of resources to specific projects.

Members sought an update on the savings targets. Officers advised that they have placed a greater performance management emphasis on the work, building into the proposals an emphasis on service data, targeting areas that will deliver financial savings and use the refresh for this.

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

44 : CUSTOMER LEADERSHIP

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member, Finance, Modernisation & Governance, Isabelle Bignall, Chief Digital Officer and Rachel Bishop, Head of Customer Services for this item

The Chairperson advised Committee that this item would consider a progress update on the Customer Services project and the programme of work developed in response to recommendations made by the PRAP inquiry report on Customer Leadership, published last year. The Committee were advised that the last update was in December 2018 when it was presented with the Programme of Work to be undertaken by the Customer & Leadership Delivery Team to address the recommendations.

The Chairperson invited Councillor Weaver, as Cabinet Member with responsibility for Customer Services, to make a statement, in which he said that this was a long term project as it involves changing culture, a continuing process to improve, turnover of workforce etc, so was always ongoing. He recognised the good scrutiny input, which was a real credit to officers who had worked incredibly hard on this.

The Chairperson invited Rachel Bishop to give a short presentation, after which he invited questions and comments from Members:

Members asked if there had been any advice provided by ICS about what outcomes could be measured once this had all been embedded to ensure that it is successful. Officers stated that they have regular meetings with ICS, they have conversations around engaging staff more, staff surveys, amount of training and uptake, increases in complaints and compliments etc.

Members asked how this works with internal customers and were advised that they look at how we treat each other and work with each other. There had been meetings with the Head of ICT, to look at bespoke training for desktop support staff. Officers had reported to SMT and been invited to lots of team meetings, so a 12 month strategy to engage with all staff would be needed. Officers added that people were reaching out for the training and that the internal customer message was definitely getting through.

Members asked if there would be internal customer surveys in the longer term and officers advised that internal customers could nominate for the Customer Hero Awards.

Members noted that with 1 person delivering customer service training this would be a very long term process that may need some acceleration.

Members asked about the evaluation of training and were advised that feedback forms are provided and that these would be reviewed and fed back to managers.

Members asked whether ICS could undertake any 'Mystery Shopper' type survey of the Council and were advised that they could and this was on the forward plan. They had advised that they would speak to customers in the first instance.

Members noted that at the Task and Finish group there had been a number of invitations from external witnesses, for the Council to visit and vice-versa. Members asked for an update on this. Officers explained that they haven't progressed this as yet, and now have a larger network to choose from via the ICS. This would be valuable long term but the initial focus is to get all the managers through the training.

Members were interested to learn about the response from Senior Managers. Officers stated that they had received fantastic support from SMT; officers attend the Customer and Digital Board, Senior Management Forum and Operational Manager Meetings.

Members asked if there were any sticking points currently. Officers explained that it could be difficult releasing staff for training, but as this was year 1 of a 5 year plan, hopefully this would become easier.

With reference to Waste Management and culture change, Members asked what impact was being made there. Officers explained that they now attend management meetings there every week; managers are on board and the Corporate Director has a focus on this issue. All staff will have done the level 1 training over 12 months, there has also been a staff event. Members asked if there were the resources to do all of this and officers stated that there was only 1 trainer at the moment and that there needed to be a plan going forward.

Members noted that in previous years there were presentations held for Customer Service Hero awards (Proud Our People Awards). Officers explained that currently all those nominated receive a certificate from the Chief Executive and there is an award for the winner. Officers added that next year they may have both Internal and External awards.

With reference to the Charter, Members noted that the language used on the Young People Charter was fantastic, however the language used on the Charter may be difficult for some people to read, with such a diverse population. Officers agreed and stated that consultation on this was very important. Staff provide feedback and officers pick up issues as they go. Officers agreed to bring back updated versions.

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

45 : CORRESPONDENCE

Noted.

46 : URGENT ITEMS (IF ANY)

None received.

47 : DATE OF NEXT MEETING - 16 DECEMBER 2019 4.30PM

The meeting terminated at 6.00 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

15 January 2020

Sickness Absence

Purpose of the Report

1. To monitor corporate sickness absence levels at quarter 2 2019/20, and undertake in depth scrutiny of the management of sickness within the Council's Street Scene service area.

Structure of the Papers

2. To assist Members' preparation for the scrutiny as described above the papers attached to this cover report are as follows:

Appendix 1: Sickness Data

Slide 1: Q1 & Q2 Outturn FTE days lost per employee 2019/20

Slide 2: Cumulative sickness FTE days lost per employee
2013/14 – Q2 2019/20

Slide 3: Q1 & Q2 Proportion of total sickness recorded by
reason for absence 2019/20

Appendix 2: Correspondence following the previous scrutiny.

- a. The Committee's letter capturing its concerns, comments and recommendations following its previous update in June 2019.
- b. The Cabinet response to Committee addressing all issues raised.

Appendix 3: Case Study Presentation

Sickness Management & Performance in the Street Scene
Service

Background

3. The Committee's remit within its Terms of Reference includes the scrutiny and review of the effectiveness of the Council's use of human resources policies and procedures. The Council's Attendance and Wellbeing Policy is the framework on which it manages sickness absence, and reports to Cabinet on a quarterly basis. The Committee continues to monitor corporate sickness levels on a six monthly basis. It has previously considered sickness and the Council's approach to reducing levels of FTE days lost per employee in June 2019.

Issues

4. The Corporate Plan 2019-22 states within the *Working for Public Services* priority that the Council is committed to investing in its workforce. It also make clear that *"more needs to be done to reduce the number of sickness absences which remain too high across the Council."* The Plan contains an objective to **improve the health and well-being of our employees** by reducing sickness absence through continued monitoring, compliance and support for employees and managers. This objective is supported by a Key Performance Measure "The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence". The **target for 2019/20 is 9.5 days**.
5. The Cabinet, in both the Annual Wellbeing Report 2018/19 (published July 2019) and the mid-year (Q2) performance report 2019/20 (published November 2019), has identified levels of sickness absence within the Council as a key corporate challenge.
6. At **Appendix 1** are 3 key slides central to the presentation of the corporate position. **Slide 1** illustrates that all Council Directorates are set an annual target for sickness absence, bespoke to their circumstances and previous year's sickness levels. It indicates that the forecast for year end 2019/20, based on Q2 data, is 11.09days.

Slide 2 enables a comparison of quarterly patterns of sickness over the past six years. It indicates that at Q2 2019/20 FTE days lost are 5.03, representing a comparative increase on all previous years at this point in the year. **Slide 3** analyses the percentage of total sickness by reason for absence. It indicates that the highest percentage of sickness is attributable to non-work related stress (22.95%).

7. Despite the implementation of a number of measures to improve the health and well-being of the workforce, the number of days lost as a result of sickness absence remains above target. Long term sickness continues to account for 72% of all sickness absence, having risen significantly over the past 5 years, while the number of short term sickness absences has reduced by c.10% over the past 5 years. Musculoskeletal problems remain a major cause of long term absences, and new support has been put in place in quarter 2. Additional support is also being put in place to support staff absent as a result of stress and mental health issues, responding to the significant increase in long-term absence due to non-work related stress¹.
8. Following its June 2019 update the Committee offered several suggestions for improvement in its letter to the Cabinet Member Finance, Modernisation and Improvement, to which a prompt reply indicated work is underway on many of the Committees concerns. The correspondence exchange can be found at **Appendix 2**.
9. The Committee's letter expressed a view that *there remain widely differing levels of sickness across service areas*, acknowledging that bespoke action plans have been put in place for each. Both Committee and Cabinet agreed that *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* would be worthwhile.

¹ Source: 2019-20 Quarter 2 Performance Report

10. In November 2019 the Committee, jointly with the Environmental Scrutiny Committee, received an informal briefing on Waste Management performance, challenges and opportunities. Members heard that an important challenge is workforce culture and the management of sickness. Following the briefing the Chair, on behalf of Members, proposed that the Waste Management service be invited to Committee for closer consideration of their bespoke Sickness Absence Improvement Plan.
11. Attached at **Appendix 3** is a presentation covering the Sickness Absence Improvement Plan for the service, the initiatives and preventative measures underway, welfare officer arrangements in place, details of the MRF (Materials Reclamation Facility) targeted improvement plan, an overview of sickness 2019/20, an overview of cases 2018/19, an overview of actions taken in 2018/19 and an analysis of types of sickness 2019/20.
12. For clarity, the Waste Management Service now sits within the Council's Street Scene Service. Members will note from **slide 7 of Appendix 3** that the Street Scene service is comprised of two distinct services, Enforcement and Cleansing, and Waste. Their combined FTE sickness absence target is 14.8 for 2019/20. The actual FTE level as at November 2019 is 17.36.

Way Forward

13. To facilitate this scrutiny of sickness absence attendance will comprise:

Corporate Overview

- a. Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance, with portfolio responsibility for human resources.
- b. Tracey Thomas, Acting Senior HR People Partner, HR People Services.
- c. Anita Batten, HR People Partner, HR People Services.

Sickness within the Street Scene Service

- a. Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment
- b. Sarah McGill, Corporate Director People & Communities
- c. Matt Wakelam, Assistant Director Street Scene

14. Members will receive a short presentation on the corporate position at Q2 2019/20 followed by an opportunity for questions. The Assistant Director Street Scene will then deliver the presentation at Appendix 3, followed by a further opportunity for questions.

Legal 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 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

16. 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

17. The Committee is recommended to:

- a) Consider mid-year corporate sickness absence data, the evidence presented, and agree whether it wishes to report any comments and observations to the Cabinet Member Finance Modernisation & Performance.
- b) Consider the Street Scene Sickness Absence Improvement Plan, and agree whether it wishes to report any comments or observations to the Cabinet Member Clean Streets, Recycling & Performance.

DAVINA FIORE

Director, Governance & Legal Services

9 January 2020

Q1 & Q2 Outturn FTE Days lost/employee

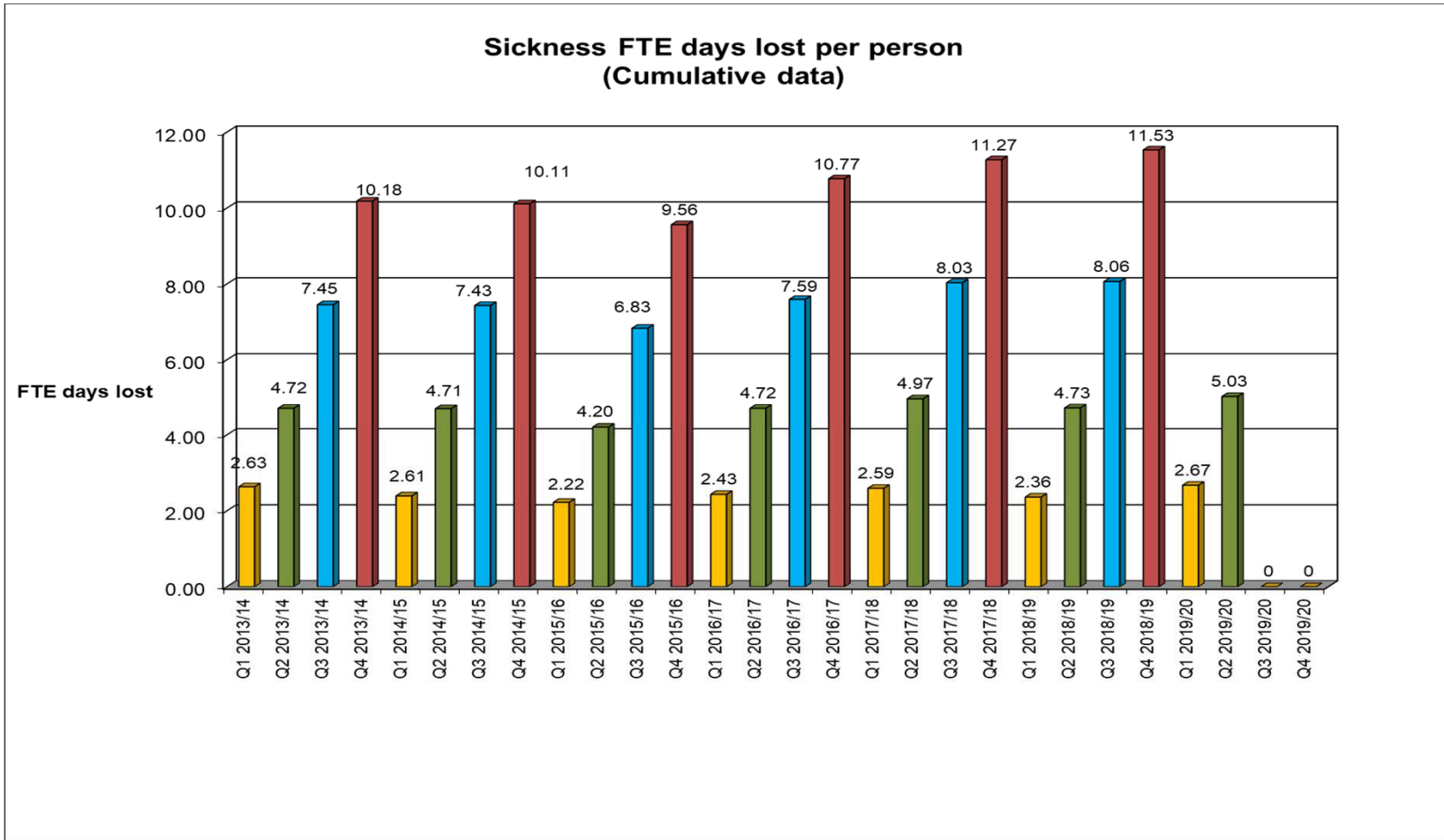
2018/19 Target				2019/20 Cumulative Data							
Service Area/Division	Average FTE staff No.s (Forecast)	FTE target	Target FTE days lost	Q1 FTE days lost	Forecast based on Q1 x 4.30	Q2 FTE days lost	Forecast based on Q2 x 2.20	Q3 FTE days lost	Forecast based on Q3 x 1.4	Q4 FTE days lost - final	Final Difference
ECONOMIC DEVELOPMENT	796	10.2	8131	2.20	9.48 -	4.49	9.87 -		-		
EDUCATION & LL - CENTRAL	516	10.0	5165	2.49	10.72 +	5.04	11.10 +		-		
EDUCATION & LL - SCHOOLS	5905	7.9	46650	2.45	10.53 +	4.12	9.06 +		-		
PLANNING TRANSPORT & ENVIRONMENT	935	12.6	11795	3.63	15.62 +	7.44	16.38 +		-		
HOUSING & COMMUNITIES	1244	12.2	15152	2.50	10.73 -	5.31	11.68 -		-		
PERFORMANCE & PARTNERSHIPS	68	6.2	424	1.99	8.58 +	4.02	8.85 +		-		
SOCIAL SERVICES	984	14.3	14063	4.54	19.53 +	9.47	20.84 +		-		
GOVERNANCE & LEGAL	97	6.0	584	1.44	6.20 +	2.52	5.54 -		-		
RESOURCES	767	7.2	5506	1.74	7.50 +	3.44	7.57 +		-		
COUNCIL WIDE GRAND TOTAL	11316	9.5	107497	2.67	11.48 +	5.04	11.09 +		-		

Note:
Data as at 11th October 2019

Short-term	28%	Short-term	28%	Short-term	28%	Short-term	28%
Long-term	72%	Long-term	72%	Long-term	72%	Long-term	72%

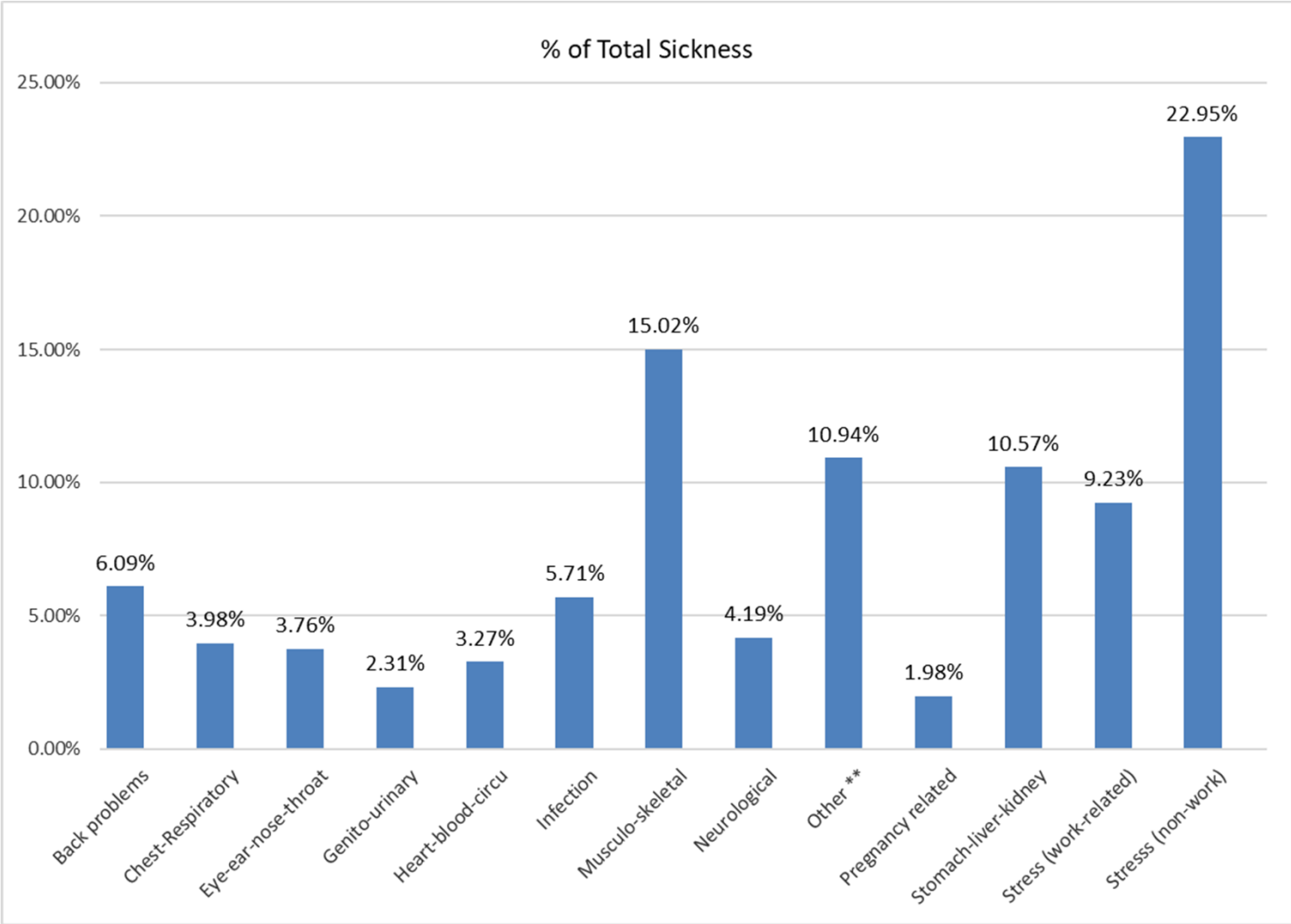
* Forecasting methodology
Based on historic data, sickness increases throughout the year due to seasonal fluctuations. There are also fluctuations in FTE numbers which also affect forecasting calculations.

Q1 & Q2 Cardiff Council Sickness FTE days lost per person (Cumulative Data)



Q1 & Q2 Proportion of total sickness recorded by reason for absence (2019/2020)

Headline: Q1 & Q2 Stress (non-work) makes up 22.95% of all sickness absence.



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Date: 25 June 2019

Councillor Chris Weaver,
Cabinet Member
Cardiff Council,
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Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
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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

**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
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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
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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



Sickness Management & Performance in Street Scene

Policy Review and Performance Scrutiny



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



Contents

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Initiatives & Preventative Measures

The Welfare Officer in Street Scene

MRF Targeted Improvement Plan

Overview of sickness 2019/20

Overview of cases 2018/19

Overview of actions 2018/19

Types of Sickness 2019/20

The Way Forward



Sickness Absence Improvement Plan

- All managers to undertake revised e-learning module on sickness procedures
- Robust process in place for managing phone calls from employees notifying absence and daily contact is maintained thereafter
- All contact visits take place in a timely fashion
- All Sickness Stages in the process are initiated within policy timeframe
- Sickness Absence reviewed by Management Team including individual cases
- Sickness Absence targets to be set for all managers and supervisors as part of PPDR process

Outcome: Sickness cases are owned by Line Manager and reviewed by management team



Initiatives & Preventative Measures

Staff Initiatives & Preventative Measures

Physio pilot being undertaken for all staff and weekly physio sessions (individual and group) available at Lamby Way.

On-site massage service provided on a regular basis.

Support with **medical fees**, if NHS lead times impact potential health & wellbeing of staff

Promotion of the Council's Employee Assistance Programme- **Care First** to support employees with stresses in their lives

Introduction of a **Wellbeing Directory** as a supportive signposting tool including Healthy Eating and Physical Exercise Guidance launch

Hand cream/sun cream/provision of bottled water for operational staff during **hot weather**

Review of PPE for all activities being undertaken

Videos in communal areas displaying various techniques/exercises which can be undertaken on a daily basis.

Welfare Officer based on site – first contact to provide initial support and direction to services

Occupational Health Visitor on site (Facilitates audio tests, drivers' medicals)

Regular **Health & Wellbeing fayres** (Including Diabetes testing & awareness, smoking cessation, blood pressure testing, prostate & ovarian cancer awareness)

On Site Facilities

- Prayer and Reflection Room
- Cycle racks/showers in main buildings
- Drying room for wet clothes

Bespoke manual handling training provided for all frontline operations



The Welfare Officer in Street Scene

The welfare officers can offer help and guidance to anyone affected by personal, domestic or work-related problems by gathering information about the issue.

The welfare officer will ask you about the nature of the problem and what steps have already been taken to resolve it. They will then suggest or explore options to help you progress the issue or arrive at a resolution.

The welfare officer will:

- meet with staff who are on long term sick leave
- provide practical support following bereavement
- in association with HR People Services support the promotion of healthy lifestyles and awareness/screening programmes
- provide advice and support for addictions (gambling, alcoholism and drug dependence)
- provide advice on retirement – preparation for transition
- signpost other areas of specialist advice information and support

The welfare officer does not act as an advocate in areas such as grievance, discipline or harassment; nor does the welfare officer offer ongoing counselling.



MRF Targeted Improvement Plan

Improvements based on Health and Safety review

1. Deep Cleanse of MRF cabins. Regular cleanse after shift to be introduced	2. Frequent bio-aerosol tests to be put in place	3. Procurement of MRF cleansing vehicles by March 2020
4. Introduction of fly suppression system	5. New MRF toilets/welfare facilities to be constructed by March 2020	6. Review of current extraction system and improvements made
7. Installation of improved air conditioning in cabins	8. Introduce laundry facility as part of new welfare facility	9. Improved signage and lining throughout facility
10. Supervisor training on Health and Safety implementation and control	11. Regular safety checks undertaken and recorded on Papertrail	12. New walkway markings and routes for pedestrian and vehicle segregation
13. Supervisor training on accidents and investigation reporting	14. Refresher driver training provided	15. Complete asset renewal plan being developed for MRF
16. Review fire risk evacuation	17. Specialist confined space training	18. All service plans to be reviewed and monitored on Papertrail
19. All plant checked on a regular basis	20. Improved housekeeping checks on site and after each shift	21. New plant equipment with cab filtration



Overview of Sickness 2019/20

FTE Days Lost	FTE	Target	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD
Enforcement & Cleansing	169.5	14.4	24.03	20.28	20.36	25.19	17.77	18.74	21.44	13.94	20.23
Waste	291.3	14.8	17.00	18.26	17.60	18.69	16.40	17.26	22.09	21.13	18.55
TOTAL	460.9	14.8	19.65	19.06	18.63	21.16	16.91	17.81	20.54	17.36	19.12

Enforcement & Cleansing	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	FTE as at Nov 2019	FTE lost through sickness
Short Term Sickness %	2.36	0.95	1.04	1.87	1.78	1.55	2.12	1.91	1.7	169.53	2.88
Long Term Sickness %	8.36	8.10	8.05	9.38	6.15	6.82	7.45	4.31	7.33		12.43
Waste	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	FTE as at Nov 2019	FTE lost through sickness
Short Term %	1.64	1.17	1.90	2.01	2.17	1.86	2.51	1.97	1.85	291.32	5.39
Long Term %	5.95	6.98	5.95	6.37	5.15	5.84	7.35	7.47	6.28		18.29

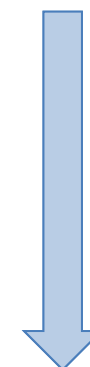
- Long term sickness significantly outweighs short term sickness in terms of days lost within Street Scene



Overview of Cases 2018/19 (previous year)

Sickness Case Type	Number	Percentage
Short Term Cases	381	70%
Long Term Cases	163	30%
Total	544	100%

Sickness Stage	Number	Percentage
Informal Stage – Improvement Target	115	74%
Stage 1 – Written Caution	27	17%
Stage 2 – Final Written Caution	7	5%
Stage 3 – Potential Termination of Employment	6	4%
Total	155	100%



Policy drives improvements in attendance



Overview of Actions 2018/19 (previous year)

Action	Number
Employees put on adjusted duties	10
Employees put on redeployment registers	2
Dismissal of the grounds of sickness	7
Ill health retirements	1

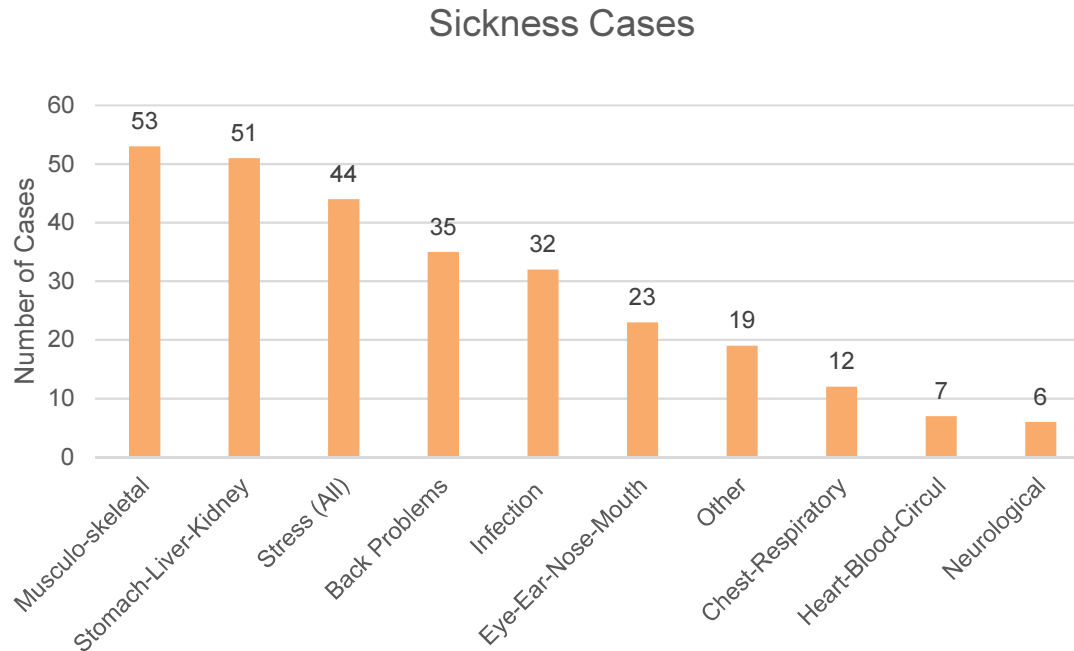
12 employees supported to remain in employment

8 employees leaving employment following support



Types of sickness 2019/20

Sickness Reason	Total	%
Musculo-skeletal	53	19%
Stomach-Liver-Kidney	51	18%
Stress (All)	44	16%
Back Problems	35	12%
Infection	32	11%
Eye-Ear-Nose-Mouth	23	8%
Other	19	7%
Chest-Respiratory	12	4%
Heart-Blood-Circul	7	2%
Neurological	6	2%
Total	282	100%



Outcome: Reviewing the type of sickness supports the development of initiatives and preventative measures; as well as targeted improvement plans



The Way Forward

1. Improve focus on preventative measures
 - Health surveillance in higher risk areas
 - Improvements in monitoring e.g. particulate monitoring in MRF, noise monitoring for glass collections
2. Improve training for line managers around stress awareness and management
3. Continue the signposting of support but promote early intervention
 - Muscolu-skeletal referred to Occupational Health and Physio
 - Stress provided information on Employee Assistance Programme
4. Manage cases appropriately
 - Alternative duties is only a short term solution
 - Case management needs to manage sickness from start until end
5. Work with unions and frontline officers to identify unsafe work practices embedded into the workplace culture
6. Continue to work collaboratively with HR People Services and Health & Safety teams to support initiatives and improvements



Discussion / Questions



**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

16 January 2019

Local Government & Elections (Wales) Bill

Reason for the Report

1. To advise the Committee of the Local Government and Elections (Wales) Bill introduced to the National Assembly for Wales on 18 November 2019, and to highlight the implications of content relevant to this Committee's Terms of Reference.

Background

2. The Welsh Government has considered and consulted extensively on options for local government reform in Wales following publication of the report of the Williams Commission on Public Service Governance and Delivery in 2014.
3. Consultation on a draft Local Government (Wales) Bill, based on the proposals set out in the White Papers 'Reforming Local Government: Power to Local People', and 'Public Services Staff Commission', was carried out between November 2015 and February 2016. That showed support for the broad principles of many of the draft Bill's provisions, including those relating to public participation in local government and a general power of competence.
4. Subsequent consultations, by the current Welsh Government, on the White Paper 'Reforming Local Government: Resilient and Renewed' (January 2017), 'Electoral Reform in Local Government in Wales' (July 2017) and the Green Paper 'Strengthening Local Government: Delivering for People' (March 2018) have also informed the Bill now

introduced. Extensive engagement with stakeholders, in particular principal councils, both individually and through the Working Group on Local Government, has taken place on the proposals in the Bill.¹

5. The Bill contains provisions to reform and strengthen the governance framework for local government and improve electoral arrangements. Introduced on 18 November 2019, the Bill is currently at Stage 1 of 4 and an open call for evidence will be considered by the Equality, Local Government and Communities Committee between November 2019 and January 2020.
6. If passed the Bill will become law in summer 2020 and its contents implemented ahead of Council elections 2022.

Issues

7. In summary the Bill proposes:
 - Reforms to improve electoral arrangements for local government, including extending the franchise to 16 and 17 year-olds and foreign citizens legally resident in Wales; improving voter registration; and enabling a principal council to choose between the ‘first past the post’ or the ‘single transferable vote’ voting systems.
 - A general power of competence for principal councils and eligible community councils.
 - Reforms to increase public participation in local democracy, and improve transparency.
 - Provision relating to the leadership of principal councils, including encouraging greater diversity amongst executive members and establishing a statutory position of chief executive.
 - The development of a framework and powers to facilitate more consistent and coherent regional working mechanisms.

¹ Source: Local Government and Elections (Wales) Bill, Explanatory Memorandum, November 2019.

- A new system for improving performance and governance based on self-assessment and peer review, including the consolidation of the Welsh Ministers' support and intervention powers.
- Powers to facilitate voluntary mergers of principal councils and restructuring a principal area.
- Provisions relating to local government finance including nondomestic rating and council tax.
- Miscellaneous provisions relating to information sharing between regulators, community polls, fire and rescue authorities, the Local Democracy and Boundary Commission for Wales and Public Service Boards.

8. Its purpose is to support a new phase in the relationship between Welsh Government and local government, and between local government and its citizens. There is a strong focus on ensuring institutions are governed effectively, with more openness and transparency. It recognises that local government is essential to the effective delivery of good quality public services.

9. Of particular relevance to the Committee's Terms of Reference are the Bill's proposals aimed at reforming and strengthening local government accountability and performance moving councils further towards openness and increased transparency. Members of the public will be able to understand more about how councils function, how decisions are made and how they can get more involved in these processes.

10. It introduces a new performance and governance regime intended to promote a culture where principal councils are open to and embrace challenge, whether presented from within the council or externally. A new streamlined performance framework for local government would repeal the Wales Programme for Improvement and performance provisions of the Local Government (Wales) Measure 2009.

11. Specifically, the Bill will introduce a new duty for the council to keep its performance under review to the extent to which:

- (a) it is exercising its functions effectively,
- (b) it is using its resources economically, efficiently and effectively, and
- (c) governance arrangements are effective for securing (a) and (b).

12. The Council will be required to conduct an annual self-assessment of the above duty, publishing a report of its assessment. It must also commission an independent panel assessment of its performance once per municipal term.

13. The overarching context for the Bill is that it creates *the basis for a new relationship between Welsh Government, local government and citizens that, by working together, will ensure the sustainability of services into the future.*²

Scope of the Scrutiny

14. The Committee will receive a briefing in the form of the presentation attached at **Appendix 1**.

15. The Leader of the Council, Councillor Huw Thomas; the Chief Executive, Paul Orders; Head of Performance and Partnerships, Gareth Newell and Head of the Cabinet Office, Dylan Owen, will attend to brief Members and answer Members' questions.

16. Members may wish to consider whether there are comments and observations they would like the Leader to pass on to the WLGA, to incorporate in its evidence to Welsh Government.

Legal Implications

17. 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

² Source: Local Government and Elections (Wales) Bill, Explanatory Memorandum, November 2019.

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

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 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

19. To note the implications for the Council's future Performance and Improvement arrangements contained within the Local Government & Elections (Wales) Bill 2019, and consider whether there are comments and observations they wish the Leader to pass on as a part of the Council's response.

DAVINA FIORE

Director of Governance and Legal Services

9 January 2020

Background papers:

[Local Government & Elections \(Wales\) Bill](#)

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LOCAL GOVERNMENT AND ELECTIONS (WALES) BILL

Policy Review and Performance Scrutiny Committee

15 January 2020

The Road to Reform

2013: Williams Commission on Public Service Governance and Delivery

2014: 'Reforming Local Government' White Paper

'Public Services Staff Commission' White Paper

2015: 'Reforming Local Government: Power to Local People' White Paper

Draft Local Government (Wales) Bill

2017: 'Reforming Local Government: Resilient and Renewed' White Paper

'Electoral Reform in Local Government in Wales' Consultation

2018: 'Strengthening Local Government: Delivering for People' Green Paper

2019: Local Government and Elections (Wales) Bill

Part 1. Elections

- **Extending the franchise:**

- Votes for 16 and 17 year olds in local government elections
- EU citizens and citizens of other countries

- **The voting system: First Past the Post or Single Transferable Vote**

- **Electoral cycles: Councils to be 5 years**

- **Electoral registration**

- Provides for a power for EROs to add an individual to the electoral register without the need for them to apply.
- Provides a power for the Welsh Ministers, by regulations, to establish and maintain an all-Wales database of electoral registration.

Part 1. Elections

- **Candidates:**

- Allows a citizen of any country to stand for election.
- Provides that council officers and employees, other than those holding politically restricted posts, will be entitled to stand for election to their own council

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- **Electoral Pilots:**

- Enable the Welsh Ministers to direct a Returning Officer, ERO or local authority (where appropriate) to conduct a specific electoral pilot at a local government election.

Part 2. General Power of Competence

- Move away from a position where Councils have to identify a specific power in order to undertake a particular activity, to one in which it is assumed they can do something unless there is a statutory restriction preventing it.
- Promote innovation, raise funding etc.

Part 3. Promoting Access

- Councils will be required to **prepare, consult on, publish and review a ‘public participation strategy’**
- Includes provisions to require a principal council to make a **petition scheme** setting out how it will handle and deal with petitions, including e-petitions.
- A duty will be placed on principal councils to **publish an electronic and postal address for each member** of the council on its website to support this objective.
- A requirement to publish a **‘layman’s guide’ to the Council’s constitution**
- Require principal councils to **broadcast those meetings which are open to the public electronically as they take place**, and to make the broadcast available electronically for a reasonable period after the meeting.
- Provisions to make **remote attendance at Council meetings easier**

Part 4. Local Authority Executives, Members, Officers and Committees

- **Chief Executives:**

- Clarification of role
- Requirement for all Council's to have one
- Performance management: Leader to conduct Performance Review & prepare report for Council on CEX delivery of Executive's Agenda

- **Executives of principal councils:**

- May appoint "Assistants to Executive"
- Leader must have regard to equality and diversity when selecting members of the executive.
- Cabinet may exceed max size to accommodate job share

- **Family Absence:**

- Extend to councillors similar family absence entitlements available to officers of those authorities

Part 4. Local Authority Executives, Members, Officers and Committees

• **Conduct of Members**

- Leaders of groups must take reasonable steps to promote and maintain high standards of conduct by their group
- Supported by Standards Committee who must report significant matters they have dealt with and any trends in Annual Report to Council
- Council must respond to recommendations within 3 months

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• **Overview and Scrutiny Committees**

- Requires prior notice of 'key decisions' i.e. those with significant financial implication or a significant effect on local communities
- Regulations so that Councils may be required to establish a joint scrutiny committee

Part 5. Collaborative Working by Principal Councils

- The Bill will enable the creation of **corporate joint committees** by regulations.
- Local authorities will be able to request they are established in relation to any of their functions.
- Welsh Ministers will be able to establish them transport, economic development, strategic planning for the development and use of land and improving education.
- Specific functions established through regulation.
- Concurrent service delivery accepted
- Must be made up of 'senior executive members'
- Ministers cannot add functions without consent of Councils
- 'Planning and Transport immediately'

Part 6: Performance and Governance of Principal Councils

- **Increased focus on self-assessment and peer review**

- Requirement to undertake and consult upon an annual performance assessment
- External peer review required once per administration

- **Governance and Audit Committee**

- New name and new functions to strengthen internal governance
- Amended rules relating to the membership and proceedings of the committee

- **Co-ordination between regulators**

- Auditor General for Wales and the relevant regulators (Estyn and Care Inspectorate Wales) have regard to the need for co-ordination when exercising their functions.

Part 7. Mergers and Restructuring

- Makes provision for the **voluntary merger of principal councils**.
- A power which enables a principal council to submit a request for it to be abolished.
- **Clearer powers for WG to restructure/merge failing Councils** (even if no request has been made) subject to WAO special inspection recommendations

Part 8. Local Government Finance

- **Council Tax**

- Provision to ensure that any re-instatement of the power to imprison people who have failed to pay Council Tax requires secondary legislation.

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- **NNDR**

- A number of provisions aimed at reducing opportunities for avoidance behaviour relating to non-domestic rates
- Provides Billing Authorities with powers to request information from ratepayers and third parties and to inspect properties for the purposes of exercising their functions in relation to non-domestic rates billing and collection.
- Use of CPI rather than RPI in setting NNDR

Part 9. Miscellaneous

- **Head of Democratic Services:**

- The Bill amends the 2011 Measure and the Localism Act so that the head of democratic services is treated as a chief officer and afforded appropriate statutory protection.
- It also removes the statutory bar on a local authority's monitoring officer also being the head of democratic services.

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- Provides for the **abolition of community polls**, and implementation of a system of petitions in their place

Next steps

- Bill introduced into National Assembly for Wales (NAW) on 18 November 2019
- Stage 1 consideration of Bill by NAW Equality, Local Government and Communities Committee and other NAW Committees
- Bill expected to be passed by NAW in summer 2020
- Implementation ahead of next Council elections in May 2022

CYNGOR CAERDYDD

CARDIFF COUNCIL

POLICY REVIEW AND PERFORMANCE

SCRUTINY COMMITTEE

15 January 2020

Forward Work Programme Update

Purpose of the Report

1. To provide Members with an opportunity to agree the provisional agenda for February 2020, and an indicative list of items planned up to May 2020.
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 subsequent meetings, as set out in **Appendix 1**.

Way Forward

3. Members are invited to agree the contents of the Forward Work Programme update attached at **Appendix 1**.
4. Members are advised that a date has been secured for scrutiny of the budget proposals 2020/21. The Committee will meet on **Wednesday 19th February 2020 at 10.30am**. The meeting is programmed for longer than a standard committee. This will allow Members to take a strategic overview of the corporate wide budget proposals, and also to examine the proposals of those Directorates that fall specifically within its Terms of Reference.
5. The Committee's Performance Panel will host an informal meeting of all Scrutiny Chairs for consideration of the draft Corporate Plan and target

setting, to be arranged for the week **10-14 February 2020**. This will precede all budget scrutiny committee meetings.

Legal Implications

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

Financial Implications

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

RECOMMENDATION

7. The Committee is recommended to consider and agree the provisional agenda items for February and note the draft forward programme for March -May 2020.

DAVINA FIORE

Director of Governance and Legal Services

9 January 2020

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POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE - DRAFT FORWARD WORK PROGRAMME

February – May 2020

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
19 February 2020	Pre-Decision	<p>Budget Proposals 2020/21</p> <p>To consider overarching corporate wide budget proposals, and focus on Directorates within the Committees Terms of Reference.</p>	<p>Cllr Chris Weaver Cabinet Member Modernisation and Performance Chris Lee, Corporate Director Resources Ian Allwood, Head of Finance</p> <p>Gareth Newell, Head of Performance & Partnerships</p> <p>Philip Lenz, Chief HR Officer, Tracey Thomas, Acting Senior HR People Partner</p> <p>Neil Hanratty, Director of Economic Development Davina Fiore, Director Legal & Governance</p>
19 February 2020	Pre-Decision	<p>Corporate Plan 2020/23</p> <p>To consider the Capital Ambition Renewed Policy Agenda & Corporate Plan. The Councils commitment to equalities will be integrated into this refreshed Corporate Plan.</p>	<p>Cllr Huw Thomas, Leader Cllr Chris Weaver Cabinet Member Modernisation and Performance Paul Orders, Chief Executive Sarah McGill, Corporate Director Gareth Newell, Head of Performance & Partnerships</p> <p>Dylan Owen, Head of Cabinet Office</p>
11 March 2020	Pre-Decision	Core Office	<p>Cllr Russell Goodway Cllr Chris Weaver</p>

Appendix 1

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
		(including Callaghan Square & Wilcox House). To consider the Cabinet report presenting the full business case for the new Core Office accommodation for the Council	Neil Hanratty, Director of Economic Development Chris Lee, Corporate Director Resources
11 March 2020	Short Scrutiny Inquiry	Procurement (1) Scoping ongoing / possible areas of focus - to examine the Council's approach to Procurement, focussing on streamlining systems, effective contract management, and delivering the social value of procurement spend.	Cllr Chris Weaver, Cabinet Member Modernisation and Performance Chris Lee, Corporate Director Resources Steve Robinson, Operational Manager, Commissioning & Procurement.
11 March 2020	Progress update/ monitoring	Digital Strategy To consider progress in delivering the Councils Digital approach to the delivery of services.	Cllr Chris Weaver Cabinet Member Modernisation and Performance Isabelle Bignall, Chief Digital Officer
11 March 2020	Monitoring	Budget M9 2019/20 To consider the financial position of the Council at month 9 and projected outturn.	Cllr Chris Weaver, Cabinet Member Modernisation and Performance Chris Lee, Corporate Director Resources Ian Allwood, Head of Finance
11 March 2020	Pre-decision	Property Strategy	Cllr Russell Goodway

Appendix 1

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
		To consider a Cabinet report presenting the Council's new 5 year Property Strategy	Neil Hanratty, Director of Economic Development Strategic Estates Manager
April		(No meeting programmed)	
13 May 2020	Monitoring	Capital Ambition Delivery Programme 6 monthly monitoring report	Cllr Huw Thomas, Leader Cllr Chris Weaver Cabinet Member Modernisation and Performance Paul Orders, Chief Executive Sarah McGill, Corporate Director
13 May 2020	Short Scrutiny Inquiry	Procurement (2) Scoping ongoing / possible areas of focus - to examine the Council's approach to Procurement, focussing on streamlining systems, effective contract management, and delivering the social value of procurement spend.	Cllr Chris Weaver, Cabinet Member Modernisation and Performance Chris Lee, Corporate Director Resources Steve Robinson, Operational Manager, Commissioning & Procurement.
13 May 2020	Briefing	Virtual Assistant ChatBOT Demonstration of ChatBOT and briefing on capabilities.	Cllr Chris Weaver, Cabinet Member Modernisation and Performance Isabelle Bignall, Chief Digital Officer Rachel Bishop, Operational Manager Customer Services

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