

My Ref: Scrutiny/Correspondence/Cllr McGarry

12 October 2016

Councillor Susan Elsmore  
Cabinet Member  
c/o Room 520  
County Hall  
Cardiff  
CF10 4UW



Dear Susan

**Community & Adult Services Scrutiny Committee – 5 October 2016**

On behalf of the Members of the Community & Adult Services Scrutiny Committee, I would like to thank you and officers for attending and contributing to the discussion on Agenda Item 5, the **Social Services & Well Being (Wales) Act 2014: Assessment item**. A separate letter will be sent regarding Agenda Item 4.

Members wish to thank officers for their help in ensuring that the Committee Papers contained relevant and up to date information on the assessment processes in place since the Act went live in April this year. Members are reassured by this information and by the answers given at Committee that we have started the new assessment process in the right way. Members were particularly pleased to hear the Assistant Director of Adult Social Services, Amanda Phillips, state that Social Workers are very aware of the fact that some existing service users will be fearful that the new assessment approach may reduce their care package and that staff are aware of the need to manage this sensitively and supportively. Members also note that the new assessments currently take longer than the previous assessments but that this pressure is being dealt with by managers proactively monitoring the situation. Members note that a pressure bid has been made for 2017/18 for additional resources to go into a review team.

We note the comment from the Director of Social Services, Tony Young, that this is a transitional year and that it will be important to use data from this year to enrich future provision appropriately. Members believe it would be particularly beneficial to plan to be able to compare customer satisfaction data 2016/17 and 2017/18 in order to identify areas of improvement and learning.

Members particularly wish to thank Carolyn Palmer for her clear and informative answers at Committee with regards to Preventative Services and the critical role they are playing in ensuring well-being in our communities. Members note that improvements are being made to the Joint Equipment Service and that thought is being given to how to establish online self-assessments for smaller equipment items, so that officer time can be prioritised to more complex cases.

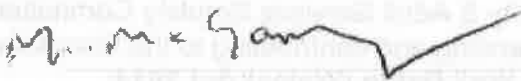
With regard to the First Point of Contact (FPOC), Members note that carers can go to the FPOC to receive information, advice and assistance and will be referred on to the Adult Services Carers Assessment Team and that the ICF monies will continue to fund 2 FTE Social Workers in the FPOC in 2017/18.

Members also note that pressure bids have been made for 2017/18 for additional funding for the FPOC and for Independent Living Visitor Officers.

With regard to the Locality Working pilot, Members note that the reason some of the expected savings will not be realised in 2016/17 is due to it taking longer to resolve some of the domiciliary care services than anticipated.

Once again, thank you all for your attendance. This letter does not require a response.

Yours sincerely,



**COUNTY COUNCILLOR MARY M<sup>C</sup>GARRY**

**Chairperson - Community & Adult Services Scrutiny Committee**

- Cc: Tony Young & Amanda Phillips Social Services  
Sarah McGill, Jane Thomas, Carlyne Palmer Communities & Housing  
Paula Angel Personal Assistant  
Liz Patterson Personal Assistant  
Matt Swindell Cabinet Support Officer

Ref: RDB/PM/RP/04.10.16

25 October 2016

Councillor Ramesh Patel,  
Cabinet Member for Transport, Planning & Sustainability,  
County Hall,  
Atlantic Wharf,  
Cardiff,  
CF10 4UW.



Dear Councillor Patel,

**Environmental Scrutiny Committee – 4 October 2016**

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers from City Operations for attending the Committee meeting on Tuesday 4 October 2016. As you are aware the meeting considered an item titled 'Pavement & Footway Maintenance in Cardiff'. The comments and observations made by Members following this item are set out in this letter.

**Pavement & Footway Maintenance in Cardiff**

- During the way forward Members agreed that the best long term approach for pavement and footway maintenance in Cardiff was to take a steady state funding approach. This echoed the comments made about maintenance of the overall highway asset in May 2016. The letter sent to you after the meeting in May 2016 has been attached to this letter as **Appendix 1.**
- Members noted the importance of a well maintained highway asset for Cardiff and in particular emphasised the need for good quality carriageways and pavements. **Whilst acknowledging the difficult financial position that the Council faces they ask that you continue to look for additional capital funds to support further improvements to the overall highway asset.**

- The subject of parking across paving slabs and pennant stone was raised during the meeting. Members were concerned about the damage that such irresponsible parking causes and the financial impact that this has on the highway maintenance budget. **I would be grateful if you could provide the Committee with a summary of the costs created by this problem for the financial years 2014/15 and 2015/16.**
- Members are aware of the damage that trees cause to pavements and footways across Cardiff. **I would be grateful if you could provide the Committee with a summary of the costs that tree damage caused to pavements and footways during the financial years 2014/15 and 2015/16.**

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,



Councillor Paul Mitchell  
Chairperson Environmental Scrutiny Committee

Cc:

Andrew Gregory - Director for City Operations  
Matt Wakelam – Operational Manager, Infrastructure & Operations  
Gary Brown – Operational Manager, Assets, Engineering & Operations  
Andrew Greener – Team Leader, Assets, City Operations  
Paul Keeping – Operational Manager, Scrutiny Services  
Davina Fiore – Director for Governance & Legal Services  
Members of the Environmental Scrutiny Committee

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

Date: 12 October 2016



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Neuadd y Sir  
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Councillor Graham Hinchey,  
Cabinet Member, Corporate Service & Performance,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor Hinchey,

**Policy Review & Performance Scrutiny Committee: 11 October 2016  
Statutory Improvement Report 2015/16**

Thank you for attending Committee to facilitate the Policy Review & Performance Scrutiny Committee's consideration of the Statutory Annual Improvement Report 2015/16. Following discussion at the Way Forward Members have asked that I pass on the following comments and observations for consideration by the Cabinet.

The Committee is pleased to hear that this year all steps have been taken to meet the requirements of the Local Government (Wales) Measure 2009 in respect of the Council's own assessment of its 2015/16 performance, and therefore comply with Wales Audit Office requirements. We note that in future the Measure's Improvement Objectives, used for performance improvement measurement, will be replaced by the Well-being Goals introduced by the Well-being of Future Generations (Wales) Act 2015.

The central focus of the Committee's concerns continues to be around the robustness of the Council's target setting. Members illustrated such concerns about performance measures using the following examples during the Committee and the Way Forward:

- **Page 43: The percentage of year 11 leavers not in Education, Employment or Training (NEET).** We accept that – where there has been over performance – managers use an outcome to determine future resource allocation; but we are concerned as to what happens next. The Committee wishes to have a fuller explanation of how the effectiveness of target setting is reviewed, given its contribution to overall improvement.
- **Page 63: The number of additional affordable housing units provided during the year.** Here performance has far exceeded the target set for 2015/16. The target has been set considerably lower than both 2013/14 and

2014/15 results. Clearly we have met the target and are therefore assessed as improving, though against what could be considered an unchallenging target.

- **Page 71: 'Grade A' office space committed for Development in Cardiff.** The 2014/15 result was 100,000 square feet, the target set for 2015/16 was 100,000 square feet, which was duly achieved and self assessed as having made strong progress (a smiley face), though it could be considered there has been no improvement because the assessment is measured against a target that doesn't allow for improvement. The report indicates the Council actually approved 316,000 square feet of Grade A offices.
- **Page 75, Mode of Travel to Work by Cycling.** The 2013/14 and 2014/15 result was 9.2%, and the target set for 2015/16 was 9.2%, which was duly achieved and self assessed as a smiley face, though again it could be considered there has been no improvement because the assessment is measured against a target that doesn't allow for improvement.

The Committee considers that the smiley face assessments used are sometimes subjective, and wish to suggest the accuracy of the judgements is checked. We would be interested to understand the framework used to arrive at the final judgement.

Members take on board the Chief Executive's view that the self assessment process adopted this year is clearer and more precise, however they have some reservations that the tick approach (*page 9*) does not reflect the detail behind services such as 'access to good quality housing' and 'every Cardiff School is a good school'. These are services about which Members receive many enquiries in the course of their ward work. Members therefore feel there may be an opportunity to improve the robustness of the assessment of performance process.

Whilst we acknowledge that other published Council documents provide financial detail, the Committee feels that within 'The Cost of our Services' section (*Pages 11/12*) the report would benefit from greater detail of budget overspend.

Finally, the Committee notes your intention to conduct a comprehensive independent review of the Organisational Development Programme (ODP) by the end of the 2016/17 municipal year and is keen to have an opportunity to consider the findings. We also note for future work programming you consider it will be necessary to re-visit the ODP programme early in the 2017/18 new municipal year.

To recap, the Committee:

- Requests that Cabinet give consideration to the robustness of the Council's Performance Measure target setting;

- Would be grateful for a fuller explanation of how the effectiveness of target setting is reviewed;
- Would be interested to understand the framework used to arrive at the final judgement of performance;
- Wishes to consider the comprehensive independent review of the Organisational Development Programme (ODP) when it becomes available.

Once again thank you for attending Committee, we remain keen to support the Council in its performance review work and contribute to a culture of proactive performance management that provides a strong foundation for improvement in Council services.

Yours sincerely,



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

cc Members of the Policy Review & Performance Scrutiny Committee;  
Paul Orders, Chief Executive;  
Christine Salter, Corporate Director Resources;  
Joseph Reay, Head of Performance & Partnerships;  
Clare Deguara, Cabinet Business Manager;  
Matt Swindell, Principal Administrative Officer.





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

Date: 18 October 2016

Councillor Phil Bale,  
Leader,  
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Dear Councillor Bale,

**Policy Review & Performance Scrutiny Committee: 11 October 2016**

Please accept my sincere thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to facilitate consideration of the Bilingual Cardiff Welsh Language Strategy. Please also pass our thanks to Davina Fiore and Ffion Gruffudd who supported the policy development scrutiny. Following our discussion at the Way Forward Members have asked me to pass on their comments and observations, acknowledging that the strategy under development will be for Cardiff rather than for the Council.

The Committee valued the opportunity of an interesting discussion about a tangible frontline service at an early consultation stage in policy development. We are capturing our observations at this stage but, work programming permitting, would welcome a further opportunity for pre decision scrutiny when the strategy is in draft and proposals have been formalised.

The Committee notes the Welsh Government target of a million Welsh speakers by 2050 and recognises Cardiff has a facilitating role in supporting the government's strategy. We are keen to establish the basis for Cardiff's identified increase of 15.9% (42,584) in order for it to play its part in achieving the all Wales target. We are unclear as to whether or not this is a stretching target but accept your explanation that at this stage it is provisional, reflects the projected population growth for Cardiff, and may be revised when consultation responses are factored in.

Members feel there is a strong argument for targeting the easiest groups first, such as improving Welsh language awareness and teaching in English speaking schools. We note that Welsh medium schools are successful and are therefore pleased to hear you are in discussion with partners to develop a package of support that will target an improvement in the quality of Welsh Language teaching in English speaking schools.

The Committee feels that within Strategic Area 4: The Workplace there should be a reference to how the Council can encourage private sector companies to embrace Welsh language standards when locating in Cardiff.

The Committee concurs with you that Cardiff is a public sector leader, and Members would be concerned if there was any possibility of a future administration avoiding compliance. However, we too are concerned at the resource implications of meeting the Welsh Language Standards, particularly where this requires financial investment. We note the example you gave that all temporary signage, not simply new temporary signage, is expected to display Welsh first, as a matter of immediacy rather than rolling replacement. We are concerned that such strict interpretation of the Standards will present significant financial challenges for the Council and weaken our chances of compliance. Therefore we wish to add our voice to your concerns in communicating with the Welsh Government in respect of resources for meeting the Welsh Language Standards.

Notwithstanding the challenge of resources we acknowledge that the Council is on a journey, we recognise that the requirements of the Standards cannot be met all at once and developing a five year Bilingual Strategy will assist in allocating resources and map out the direction for achieving Council targets. We also note the positive development of a bilingual intranet.

The Committee was so interested in the challenge of delivering bilingual services we will be commending two work programming opportunities to our successors. Firstly an opportunity for more focussed case study type inquiry work, with a view to examining the challenge to a private sector employer of offering a bilingual service, and selecting an English speaking school to examine how the Council is supporting bilingualism. Secondly, we commend monitoring progress in delivering on the Standards on an annual basis.

*To recap, the Committee:*

- Would welcome a further opportunity for pre decision scrutiny when the strategy is in draft and proposals have been formalised.
- Wishes to add its concern in respect of resources to meet the Welsh Language Standards when you are communicating with Welsh Government.
- Will be commending its successors conduct more focussed case study type inquiry work, with a view to examining the challenge to a private sector employer of offering a bilingual service, and at how the Council is supporting bilingualism in an English speaking school.
- Will be commending its successors monitor progress in delivering the Welsh Language Standards on an annual basis.

Once again on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to brief Members.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

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

cc Members of the Policy Review & Performance Scrutiny Committee.  
Davina Fiore, Director of Governance & Legal Services.  
Ffion Gruffudd, Head of Bilingual Cardiff.  
Claire Deguara, Cabinet Office.  
Naomi Evans, Cabinet Office.

