
Work Programming - Directorate Challenges 2017/18

Purpose of the Report

1. To advise Members of the key challenges faced by four of the Council's Directorates, relevant to the Committee's Terms of Reference.
2. To seek Members' views on the Committee's 2017/18 approach to work programming.
3. To capture Members' observations, preferences in light of corporate, collaborative, and directorate challenges for the Committee's work programming discussions.

Context

4. The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (*Scrutiny Procedure Rule 7*). The Committee is tasked with constructing a work programme for the municipal year to July 2018, in consultation with Cabinet Portfolio holders and lead Directors. Members should ensure the priorities agreed mean the time available to the Committee is used most effectively by considering items in a timely fashion that maximise the impact of scrutiny.
5. This Committee's terms of reference are founded on a corporate policy and performance overview responsibility, giving the Committee dual responsibility, firstly for scrutinising, measuring and actively promoting improvement in the Council's overarching performance, and secondly for scrutinising the performance of a number of specific service areas.

6. The Committee's Terms of Reference are:

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

Council Business Management and Constitutional Issues	Equalities
Cardiff Council Corporate Plan	Finance and Corporate Grants
Strategic Policy Development	Organisational Development
Strategic Programmes	Cardiff Efficiencies Programme
Community Planning and vision forum	E-Government
Voluntary sector relations	Information and Communication Technology
Citizen Engagement and Consultation	Council Property
Corporate Communications	Commissioning and Procurement
Contact Centre Services and Service Access	Carbon Management
International Policy	Legal Services
Cardiff Local Development Plan	Public Services Board

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

7. Full Council, on 29 June 2017, approved the following meeting dates for this Committee, which fall on a Wednesday, starting at 4.30pm.

20 September 2017	14 March 2018
4 October 2017	18 April 2018
15 November 2017	16 May 2018
6 December 2017	20 June 2018
17 January 2018	4 July 2018
14 February 2018 (budget scrutiny)	

8. The Committee's remit determines that its responsibilities fall within **three Cabinet portfolios**: the Leader; the Cabinet Member for Investment and Development; and the Cabinet Member for Finance, Modernisation and Performance. These portfolios span **four Directorates** of the current organisational structure as follows:

Resources – Corporate Director <i>Christine Salter</i>	Governance & Legal <i>Director Davina Fiore</i>
Strategic Policy Development	Corporate Governance
Welsh Government Relations	Welsh Language
Local Government Relations	Equality & Diversity
Strategic Networks	Democratic Engagement & Consultation
Public Services Board	
Inclusive Growth	Economic Development <i>Director Neil Hanratty</i>
Communications	Investment property portfolio
Performance Management & Delivery	Operational property & asset management
Finance & finance strategy	Facilities Management
Risk Management & Planning	Commercialisation & Alternative Delivery Models
Information Governance & Data	
Technology & Digital Strategy	Communities, Housing & Customer Services – Director Sarah McGill
Commissioning & Procurement	Customer Services
Health & Safety	Community & Third Sector Relations
Industrial Relations	
Human Resources	

Developing a Work Programme

9. The work programme is constructed at the beginning of the municipal year and is updated and amended during the year in order to respond to urgent priorities or policy developments. Given the range of service areas and subjects covered by the Committee, the work programme needs to be carefully constructed to ensure that the time available to the Committee is most effectively used, and to balance time invested against the potential impact of Committee's work. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.

10. There are many scrutiny approaches open to the Committee when constructing its work programme, including:
 - a. **Policy Review & Development** – where the Committee contributes to the development of policy by scrutinising and making recommendations on proposals.

 - b. **Pre decision** - Where the Committee has evaluated and commented on proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

 - c. **Inquiries** – where the Committee examines a clearly defined topic using a planned task group approach over a set period, resulting in a clear set of key findings and recommendations.

 - d. **Performance Review** – where the Committee regularly analyses key performance data from the service areas within its' remit in order to: highlight good performance; identify poor performance; examine trends over time; benchmark against other authorities; investigate management actions and examine the impact that initiatives and changes in resources have on performance and service delivery.

- e. **Monitoring Reports** - Where the Committee undertakes monitoring of the Council's performance and progress in implementing actions previously agreed.
- f. **Call In** – the Council's constitution allows for any Member to call-in a Cabinet decision prior to implementation. The Call-In period is set at seven working days after the publication of the decision on the Council's intranet site. For a decision to be valid for Call-In it has to comply with criteria and parameters set out in the constitution. A Scrutiny Committee may recommend that a decision be reconsidered.

11. Within the above approaches, Members can choose various methods of scrutiny and evidence gathering. Members can hear from relevant Cabinet Members and internal officers as well as external witnesses such as external inspectors, statutory partners, third sector organisations, service user representatives, and other relevant stakeholders. Members can consider items at full Committee, where all Committee Members have the opportunity to scrutinise the issues, either as a one-off item or as a series of items over time, focusing on the same topic. For example, scrutinising policy development, undertaking pre-decision scrutiny of the proposed policy and scrutinising the impact of the implementation of the policy. Members can also choose to consider items via short or long-term task group inquiries.

12. Scrutiny Committees therefore have the opportunity to input into the development of policies and strategies, comment on operational and service delivery issues, identify potential improvements and savings, highlight good practice and reflect the voice and concerns of the public. However, given the range of subject areas covered by each Committee, Committee Members have to prioritise items. Normally, Members prioritise items where scrutiny can have most impact, so that the time and resources available to the Committee are most effectively used.

13. Scrutiny Services has developed various tools that Members can use to assist them to develop and prioritise a work programme. The first stage is to identify

potential work programme items for consideration and prioritisation by Committee Members by seeking suggestions from Members and stakeholders; reviewing the items recommended by the previous Committee; reviewing corporate documents, forthcoming legislation, the work programmes of relevant auditors, inspectors and regulators and partnership, consortia and regional documents; and checking other relevant documentation to identify areas within the terms of reference for the Committee.

14. Following the preparation of a list of potential items, Committee Members will need to prioritise the items. A mechanism that has consistently been used by Cardiff Council Scrutiny Committees is known as PICK, which stands for:

- Public Interest
- Impact
- Council Performance and
- Keeping in context.

15. When Members agree to prioritise an area for task group inquiry, Scrutiny Services will work with them and other stakeholders to complete a scoping report that defines: the terms of reference for the inquiry; proposed timescales; involvement of other agencies; major constraints and resource issues; and the critical success factors that can be used to judge the success of the scrutiny exercise. This report is then brought to the whole Committee to discuss, amend as necessary and approve.

16. Members were recently introduced to work programming at two scrutiny induction sessions held on 20 and 22 June 2017, and invited to express initial areas of interest.

17. The Chair has invited stakeholders to identify topics. All Council Members have been e-mailed and invited to put forward suggestions for the Committee's work programme.

18. Senior managers and lead officers have been invited to contribute, both in discussion with the Chair and the Principal Scrutiny Officer, and by addressing today's Committee.
19. The programme will also be informed by key Council plans, strategies, and programmes, directorate delivery plans, the Council's Risk Register, and previous topics of interest identified by the Committee.
20. Following the meeting, all suggestions, discussions, Member observations and priorities will be incorporated into a list of possible items and circulated to Committee Members for prioritisation during August 2017.
21. The final work programme will be discussed and agreed at the Committee's meeting on 20 September 2017.
22. Members are advised that it will be important not to programme too many issues on one agenda, with three items being optimal. Therefore, discounting February's meeting for consideration of the budget, the Committee can consider a maximum of 30 items over the remaining ten meetings.

Scope of the Scrutiny

23. This item will provide the Committee with an opportunity to gain an understanding of the operations of four Directorates relevant to its Terms of Reference, the challenges they face, how they are planning to meet them, and how Scrutiny can assist in the challenge. Directors have been asked to highlight for the Committee:
 - The key challenges faced for 2017/18; and
 - How they consider the Committee's work programme for 2017/18 could constructively assist in the improvement of services.

Way Forward

24. At the Committee Members will hear from the following Directorates:

- **Resources** - Christine Salter, Corporate Director Resources;
- **Economic Development** – Tara King, Assistant Director Commercial Services and Helen Jones, Strategic Estates Manager;
- **Communities, Housing and Customer Services** - Sarah McGill, Director and Isabelle Bignall, Assistant Director Customer Services and Communities;
- **Governance and Legal Services** - Davina Fiore, Director.

As the Committee's principal Directorate, the Corporate Director Resources has been invited to deliver a presentation. For all other Directorates a verbal briefing will be provided. The presentation is attached at **Appendix A**, to assist Members in their preparation.

25. Members will have an opportunity to question Directors about the challenges ahead, and may wish to identify those challenges they feel should go forwards for further consideration in setting the Committee's work programme for 2017/18.

Legal Implications

26. 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

27. 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

28. The Committee is recommended to:

- a. Agree its approach to work programming for 2017/18.
- b. Note challenges referenced in Directorate briefings they consider should go forward for inclusion in the list of work programming possibilities, to be circulated in August 2017.

DAVINA FIORE

Director, Governance & Legal Services

12 July 2017