

Date: 18 October 2021

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



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

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

Dear Chris,

PRAP: 11 October 2021 – Recovery and Renewal Programme Progress Update

Thank you for attending the Policy Review and Performance Scrutiny Committee to update us on progress with the Recovery and Renewal Programme. Please also relay our thanks to Corporate Resources Director, Chris Lee, for facilitating this update, and to Gareth Newell and Donna Jones who attended the online meeting in support of the scrutiny. Members agreed that I pass on the following observations. You will find our recommendations for monitoring and requests for further information listed at the end of the letter.

This scrutiny was the Committee's first opportunity to consider progress on the post pandemic Recovery and Renewal Programme for the Council and we will now aim to monitor the Programme on a regular basis. The Committee notes that your update focussed specifically on two of the four priorities, People and Accommodation, and we look forward to an update on the Technology and Customers priorities in coming months. We also note the three core elements on which the Programme is founded are Culture, Technology and Environment.

Members note the Programme has at its core a move to management by results/outcomes and activity-based accommodation will need to support this aim. This signals a significant culture change, and we note you are currently at the *change management exercise* stage on the journey to Hybrid Working. We note also you will be shaping office accommodation to facilitate four types of work, focusing, collaborating, learning and networking.

Leadership role – Culture Shift

Members consider the move to Hybrid Working will be a significant culture shift for the Council and will require new processes, trust and management skills to ensure its

success. We note you concur this is a leadership challenge, but it provides the Council with the opportunity to increase productivity through a changing culture. You consider the perception of success of the past 18 months of homeworking is a reassuring basis for the change and we note that you will support those managers who need it. Officers referred to the forthcoming project in November-December that will introduce the change of management approach, and we note that you will make this a central theme of discussion at the managers focus groups.

Management support

The Committee asked how you will identify that a manager is struggling to manage by results and needs support. We note you consider it is essential that people are encouraged to speak up if they are having difficulties to ensure they are supported in maintaining effective service delivery. We note also that training will be a key part of the change, feedback from focus groups will inform the training and engagement with managers will be an ongoing process. There will be managers who adapt quickly and effectively to new expectations but also some who will find the change process difficult. They will need to be identified and helped to adapt through coaching and mentoring by those they report to. There will be scope to develop more frequent reviews with all staff on a more informal basis, particularly home workers, so that any issues and concerns are identified and promptly addressed.

Where the formal PPDR process fits within the new performance framework is worthy of review as it is a key element which may need to be integrated into the new performance management process.

Survey results - measuring outcomes

We note that, whilst full detail of the staff survey is not yet available, indications are that responses on the subject of productivity have been encouraging, with many staff members feeling their own productivity has increased during the past 18 months. Moving to a culture of management by results will require aligning all performance data available in the organisation and giving further consideration to the alignment of performance and financial information, particularly in respect of managers delivering their agreed budgets and savings targets. Members acknowledge the opportunities and potential gains to be made in moving towards a Hybrid Model, and we note that you consider further work is required around core office hours.

Technology

We look forward to hearing more of the analysis of survey responses as to the nature of IT issues staff face in working from home when you update the Committee on the Technology and Environment elements of the programme later in the year.

Requests following this scrutiny:

That you update the PRAP Scrutiny Committee on the progress of this programme on a regular basis.

Recommendations to be monitored following this scrutiny:

To summarise, the Committee makes 3 formal recommendations which are set out below. As part of the response to this letter I would be grateful if you could, for each recommendation, state whether the recommendation is accepted, partially accepted or not accepted and summarise the Cabinet's response. If the recommendation is accepted or partially accepted. I would also be grateful if you could identify the responsible officer and provide an action date. This will ensure that progress can be monitored as part of the approach agreed by Cabinet in December 2020.

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
1. That you support a culture of management by results by aligning all performance data available in the organisation. This would include the further alignment of performance and financial information, including individual financial target setting within the performance management process.				
2. That you review where the PPDR process fits within the new performance management framework and make any necessary adjustments.				
3. That regular and less formal reviews of an employee's progress are introduced. These reviews can address work as well as wellbeing issues resulting in jointly agreed action plans which can be followed up and monitored.				

Once again thank you for your ongoing commitment to the value of scrutiny in monitoring strategic programmes. We look forward to hearing how the Recovery and Renewal Programme progresses over the coming year.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is fluid and cursive, with the first name "David" being larger and more prominent than the last name "Walker".

COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the PRAP Committee
Paul Orders, Chief Executive
Chris Lee, Corporate Director, Resources
Gareth Newell, Head of Performance and Partnerships
Donna Jones, Assistant Director County Estates
Tim Gordon, Head of Communications & External Relations
Jeremy Rhys, Assistant Head of Communications and External Affairs
Alison Taylor, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager