

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

Date: 16 July 2015

Councillor Graham Hinchey,
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Dear Councillor Hinchey,

**Policy Review & Performance Scrutiny Committee: 7 July 2015
Organisational Development Programme**

On behalf of the Policy Review & Performance Scrutiny Committee please accept our thanks for attending Committee on 7 July to report on progress of the Organisational Development Programme (ODP). It was particularly useful to hear from the Chief Executive and a range of Corporate Directors involved in delivering a refresh of the Programme. The Members have asked that I pass on the following comments and observations from their discussion at the Way Forward.

The Committee welcomes the refresh of the ODP to maintain momentum under the Council's '*Make the Difference*' Brand. Members noted that your update centred more on those OD programmes progressing well, and, in advance of Committee's work programming for 2015/16, they were keen to establish whether you felt any of the nine OD programmes were a cause for concern. They take on board the Chief Executive's concern about progress of the Reshaping Services for Vulnerable Adults Programme, and the risk surrounding Adult Social Services commissioning and demand pressures. In respect of that risk the Committee was particularly concerned as to whether managerial capacity would be an issue. They therefore look forward to the Chief Executive sharing the Action Plan currently under development with this Committee.

The Committee looks forward to hearing of progress in relation to the programmes not covered in the presentation. Members wish to ensure all OD programmes are

appropriately factored into the work planning of appropriate scrutiny committees, and confirm this Committee has programmed pre-decision scrutiny of the non-operational property review for September 2015.

Several Members wish to place on record that they fully recognise the value and excellence of the Telecare service for vulnerable people. The Committee was interested to hear that increasing numbers of vulnerable people were purchasing the Telecare service. This service, and the Alarm Receiving Centre (ARC), they consider to have potential for commercial expansion. Therefore they wish to endorse the Chief Executive's statement that the Council's priority must be service provision, and that commercial revenue should be ploughed back into service delivery.

The Committee accepted the logic for introducing a Customer Relationship Management system (CRM) in September 2015, to refine the Council's understanding of its customers; noted that the new system will allow better analysis of failure demand, and therefore assist in avoiding large numbers of complaints from identifiable areas. They took on board your suggestion that less money does not necessarily mean worse services, and in fact there may be less staff delivering improved services. They particularly welcomed news of a planned App and a Twitter option for service requests in the future.

Members are keen to understand the implications for staff numbers of introducing multi-functional roles in some services, and particularly wish to highlight the importance of good staff engagement on such plans. The Chief Executive was clear that there is an appetite amongst the staff for rolling out mobile working, but whilst the technology for such working is currently being tested, we note there is some way to go before social services roll out mobile working in April 2016.

Members wish to highlight the importance of staff satisfaction and were pleased that you consider there are signs of a good staff response to the Council's 2015 staff survey. The Committee would be interested in a report outlining how opinion has changed since the 2014 staff survey, particularly as to whether staff recommending the Council as an employer had increased from its 2014 level of 6/10.

The Committee was particularly interested to hear about the Multi Agency Safeguarding Hub (MASH) to enable information sharing between core partners, and note the sign up of South Wales Police, the Local Safeguarding Children Board, Probation and Health. However, Members wish to stress that, in the current tough financial climate, it is important that the financial burden of successful implementation is shared fairly by all agencies.

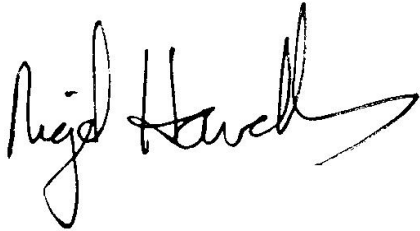
Finally, in terms the Committee's Forward Work planning discussions, Members were very interested to hear that a proposal for County Hall will be brought to Cabinet in October and will factor in pre-decision scrutiny. Similarly, the Committee wishes to thank you for offering the draft Wales Audit Office Improvement Report for Scrutiny.

To recap, actions required as a result of the scrutiny:

- The Chief Executive offered to share the Action Plan for dealing with the risk surrounding Adult Social Services commissioning and demand pressures;
- The Committee will ensure monitoring of progress on specific OD work streams into the work planning of appropriate scrutiny committees;
- The Committee has programmed pre-decision scrutiny of the non-operational property review for September 2015;
- The Committee wishes to highlight the importance of good staff engagement on plans for the introduction of multifunctional roles and mobile working;
- The Committee would welcome a report following the staff survey 2015 outlining how opinion has changed since the 2014 staff survey;
- The Committee wishes to undertake pre-decision scrutiny of proposals for County Hall, which it understands will be brought to Cabinet in October;
- The Committee wishes to consider scrutiny of the draft Wales Audit Office Improvement Report.

Once again on behalf of the Committee, I would be most grateful if you would pass on my thanks to all who attended PRAP Scrutiny Committee to brief Members on the Organisational Development Project.

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;
Paul Orders, Chief Executive;
Christine Salter, Corporate Director Resources;
Sarah McGill, Director of Communities, Housing and Customer Services;
Tony Young, Director Childrens Services;
Neil Hanratty, Director Economic Development;
Martin Hamilton, Chief Officer Change & Improvement;
Gareth Newell, Operational Manager, Business & Investment;
Joanne Watkins, Cabinet Business Manager;
Matt Swindell, Principal Administrative Officer.