

**CABINET SUPPORT OFFICE  
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My Ref / Fy Ref: CM31619  
Your Ref / Eich Ref: T: Scrutiny/PRAP/  
Comm Papers/  
Correspondence

Date / Dyddiad: 11 August 2015

Councillor Nigel Howells  
Chair, Policy Review & Performance Scrutiny Committee  
Scrutiny Services  
Room 263  
County Hall  
Cardiff  
CF10 4UW

Annwyl / Dear Councillor Howells

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

Thank you for your letter dated 16 July 2015 regarding the Organisational Development Programme (ODP).

Because the ODP represents the Council's response to a range of critical challenges, including the marked deterioration of the Council's financial position, demand-led pressures on services and inadequate performance of some statutory services, the Committee's input is welcomed. I also very much welcome the committee's offer to monitor the progress on specific OD work streams. This represents an important alignment between cabinet and scrutiny priorities.

This alignment is important for the effective corporate governance and long term success of the Council. I therefore look forward to the committee undertaking a pre-decision scrutiny on the non-operational property review programmed for September as well as the proposals for County Hall. I would advise however that the proposals for County Hall are scheduled to be brought to Cabinet in November, rather than October as you note in your letter. I will also instruct the relevant officers to liaise with the scrutiny team to identify an appropriate opportunity for the Committee to consider the Wales Audit Office Improvement Report.

The Chief Executive rightly emphasised that adult service commissioning will have significant impact on the Council's financial resilience, given the size and scale of services in scope. As requested, the Action Plan for dealing with the risk surrounding the strategic commissioning process is currently being worked on by Officers and will be shared with the Committee at the earliest opportunity.

**PLEASE REPLY TO / ATEBWCH I:** Cabinet Support Office / Swyddfa Cymorth Y Cabinet,  
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On the issue of staff engagement, I recognise the importance of open and informed dialogue. As you will be aware, the Cardiff Debate represents a significant commitment to ongoing engagement with staff, communities, partners and other stakeholders across the city. We will therefore continue with our commitment to open dialogue and engagement, particularly with staff on such important issues as the introduction of multifunctional roles and mobile working.

Finally, the results of the staff survey for 2015 will provide a useful pointer to the outlook of the workforce, who will be central to the successful delivery of the ODP. Despite the challenges, we must ensure that working in public service remains a valued career for talented and dedicated individuals. Giving staff a voice is an important part of this and it is therefore crucial that we are responsive to their views. It is therefore important to note that we have only recently completed the first year, of a three year programme of engagement, with staff. This has involved a marked increase in the level and quality of engagement activity and already progress has been made. At the time of writing, the staff survey data is being collated and analysed. Early indications are that the number of people responding to the survey is much improved on previous years, suggesting that the engagement work undertaken in recent months is having a positive impact. Once finalised, a full analysis of the survey will be shared with the Committee.

Whilst, inevitably, there are concerns among staff about the scale of the financial challenges and some uncertainty regarding the nature of the change projects being undertaken to ensure the long term sustainability of the Council, it is fair to say there is a much higher level of staff engagement than previously.

Yn gwyir,  
Yours sincerely,



**Councillor / Y Cynghorydd Graham Hinchey**  
**Cabinet Member for Corporate Services & Performance**  
**Aelod Cabinet dros Wasanaethau Corfforaethol a Perfformiad**

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.