

POLICY REVIEW & PERFORMANCE SCRUTINY

18 JANUARY 2012

Present: Councillor Dianne Rees (Chairperson);
Councillors Burley, Chaundy, Hyde,
Brian Jones, Montemaggi and Walker

Apology: Councillors Carter and Goodway

35 : DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct to declare any interest in general terms and complete personal interest forms at the start of the meeting and then, prior to the commencement of the discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial, Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

36 : DRAFT STRATEGIC EQUALITY PLAN 2012-16

The 2010 Equality Act creates a new public sector equality duty, which tasks all public bodies with preparing and publishing a strategic equality plan every four years that covers all 'protected characteristics' namely age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (including non-belief, excluding political), sex and sexual orientation. The plan ensures equality for all. The Council must publish its Strategic Equality Plan by 2 April 2012.

Members received a report which provided them with an opportunity for pre-decision scrutiny of the draft Strategic Equality Plan 2012-16 prior to its consideration by the Executive.

The document outlines how equalities will be monitored in Cardiff. The monitoring of the Strategic Equality objectives will be carried out through the Corporate Plan and by quarterly review by the Corporate Management Board, Senior Leadership Team, Council Executive and Scrutiny Committees.

The Committee noted that the draft Strategic Equality Plan is currently out to consultation which closes on 27 January 2012.

The Chairperson welcomed Councillor Judith Woodman, Executive Member Communities, Housing and Social Justice to the meeting together with Sarah McGill, Corporate Chief Officer (Communities) and Rachael Jones, Operational Manager Partnerships and Citizen Focus.

Councillor Woodman advised Members she welcomed the opportunity to discuss the Council's draft Strategic Equality Plan 'Everyone Matters' with the Committee; the intention of the document is to make Cardiff a fairer and more equitable society for all Cardiff citizens. Councillor Woodman advised that in addition to her role as Deputy Leader of Cardiff County Council she was delighted to be the Council's Executive Equalities Champion and as such has a personal commitment to advancing the intentions set out in the strategy. Councillor Woodman stated she was particularly proud of Cardiff's reputation as a warm and welcoming place where diverse communities have come together to make the city truly special. Despite the Council's obvious strengths it is plain to see that more can be done to build a fairer, more just and inclusive Cardiff.

'Everyone Matters' is a key document for the Council representing its specific contributions to making the city more equitable and improving quality of life for the people who live here. Consequently, this strategy is one strand of the city-wide partnership effort to tackling equality, as set out in *'What Matters': Ten year strategy for Cardiff*.

The Council must reflect inwardly and recognise its' responsibilities as an employer, without a workforce that adequately represents the make up of the city, it may be very difficult for the Council to deal with the services that are sensitive to different people's needs and perspectives. For this reason the Council is committed to developing diversity and awareness across the workforce.

In conclusion Councillor Woodman advised Members that she hoped she had gone some way to conveying the emphasis placed on the Equalities Agenda. The central message is that this is not a marginal agenda. The aim of the strategy is to make Cardiff a fairer more equitable city and that is something that is important to us all.

The Committee was advised that whilst Cardiff performs well across a range of indicators the Needs Assessment revealed some stark

inequalities within the city, in particular, life expectancy across Cardiff is the same overall as the all of Wales average, however it should be noted that there are differences between some areas of Cardiff and this issue must be addressed.

Rachael Jones Operational Manager Partnerships and Citizen Focus gave the following presentation on the draft Strategic Equality Plan 2012-16 and responded to Members' questions.

2010 Single Equality Act – is one Act to replace previous legislation with wide reaching protected characteristics.

New Public Sector Equality Duty – requires Authorities to eliminate discrimination, harassment and victimisation; advance equality of opportunity and foster good relations.

This means removing disadvantages experienced by people; taking steps to meet the needs of people and encouraging people to participate in public life or in other activities.

The Strategic Equality Plan includes

- Assessment of impact
- Equality objectives
- Equality evidence and research
- Employment information, such as pay differences and staff training
- Procurement
- Accessibility
- Engagement
- Annual review

The Council's Draft Plan

- Builds on previous equality schemes
- Based on What Matters Integrated Partnership Strategy
- Informed by Needs Assessment and ongoing consultation and engagement
- Focus on outcomes
- Main streaming activity into the Council's Corporate Plan and Service Business Plans
- Detailed actions being developed in collaboration with services and stake holders

‘What Matters’ is one strategy for the city, shapes Cardiff over the next ten years, and is based on delivering seven outcomes for the city. Cardiff’s vision: ‘by 2020 Cardiff will be a world class European city with an exceptional quality of life as part of a thriving city region’

Business Intelligence

Single Needs Assessment

(i) Health

- 11.6 year difference in life expectancy between Butetown and Radyr.

(ii) Employment

- Only 44% of Cardiff’s working age disabled population are in employment.
- Only 53.2% of the minority ethnic community are in employment (Cardiff average 68%).

(iii) Crime

- The crime statistics show that people who live in the most deprived areas in the south of Cardiff are more likely to be victims of crime.

(iv) Education

- Somali, Black Caribbean and Gypsy and Traveller pupils are less likely to achieve the best educational outcomes.

- Spatial variation not changed in 15 years
- More than ever, Cardiff is city of two halves
- The very poorest have rapidly increased in number over recent years and continue to do so
- Almost 1 in 5 (18%) of Cardiff residents live in the most income deprived communities in Wales
- Income deprivation is the main determinant in most outcomes across the city

Engagement

There are various opportunities for engagement in respect of the strategy including:

- Events on 12/13 December 2011
- Outcome focused discussions

- Are these the right strategic objectives? If not, what else should be included?
- What actions do we need to take to deliver the objectives?
- Online questionnaires/written responses.

Understanding the Impact

- Culture change across the Council and public sector
- Training program
- Budget Impact Assessment- recognised as best practice by EHRC
- Corporate Impact Assessment and Service Monitoring
- Personal Performance and Development Reviews (PPDRs)

In conclusion an outline was given of the next steps in the process prior to reporting to the Executive business meeting on 8 March 2012 for approval and publication of the document by 2 April 2012.

The Chairperson thanked the Officer for her detailed presentation and invited observations of the Committee:-

- Members were interested to know who would be in overall control of implementing the measures in the document.

Members were advised that the important thing to note was that the document was being managed through the management processes of the whole Council, in terms of Performance Monitoring it would be part of the Corporate Plan and part of the overall reporting mechanism through the Management Team. It is the responsibility of all Officers, both Management and corporately and also through the Integrated Partnership Board.

- A Member enquired about the links between the Strategy and small businesses in respect of equalities particularly in light of the Council's new procurement arrangements, it is important to ensure that SME's are made aware of the requirements of the Strategic Equalities Strategy;
- In response to a query about identifying and engaging with smaller groups, the Committee was advised that consultation with all groups in terms of information gathering would feed into the Needs Assessment process and there would not be separate consultations with various groups.

The Council has recently introduced a Consultation Logger to log all consultation being undertaken across the Authority to monitor whether the information was already known to ensure there is no duplication and to ensure the relevant information has been captured.

- Reference was made to the issue of educational achievement and antisocial behaviour which is a big problem in a number of wards throughout the city, it was suggested that any approaches to families could be useful and could help to inform decision making with regard to allocation of resources. Information was sought as to what impact this would have on inequality, Members were advised that it would help to inform the commissioning process and wrap around family services and help towards wrap around in terms of the interventions needed and also looking at prevention in early years.

The Council must be able to demonstrate best use of resources; working reactively rather than proactively would incur greater costs.

- A Member acknowledged that this was generally a good paper and fits well with the 'What Matters' Strategy, built around the seven strategic outcomes and identifies required actions, however there was doubt about whether the efficiency savings in the Council would stop us achieving some of the aims in the paper.
- Reference was made in the document to Cardiff's role as an employer, concern was expressed that Cardiff employs over 15,000 people yet only 2% of these are disabled, only 1.2% identify themselves as disabled, there was also a lower ratio of employees from ethnic backgrounds, information was sought about the measures needed to address these issues.

Members were advised that the Council had worked with a number of ethnic communities to identify barriers to people taking up employment with Cardiff County Council. With regard to the percentages of employees with disabilities it is important to get people to identify themselves as disabled, it is a challenge but the Council are making inroads through various networks within the Council at various levels.

- Members highlighted the importance of ensuring that Partners are signed up to the principles of the strategy, particularly in respect of integrated partnership working.
- In response to the suggestion that the School Service should be one of the champions with regard to equality, Members were advised that the School Service has a dedicated Equalities Officer that works directly with schools.
- With regard to attracting disabled and ethnic minority employees, it was suggested that the Council should introduce well structured six month placements to attract people into employment with the Council, this could be relatively inexpensive provided the placements offered are appropriately structured to meet the needs of the various groups.
- Information was sought as to whether there are mechanisms in place to deal with Officers who are not fully engaged in the process. It was reiterated that all staff undertake Personal Performance and Development Reviews (PPDRs) these are placed onto the intranet and work is ongoing in service areas ensure training needs are being met.
- Members were pleased to see that equalities would now be evidence based, and there are resources in place to take this forward and that performance monitoring via PPDRs would be included in the process.

AGREED – That a letter be sent by the Chairperson on behalf of the Committee to Councillor Judith Woodman, Executive Member, Communities, Housing and Social Justice thanking her and her Officers for attending the Policy Review and Performance Scrutiny Committee on 18 January 2012 and to convey the following observations of the Committee when discussing the way forward:-

Corporate Control

The Committee felt the Council and Equalities Support Officers should be commended for the quality of the '*Everyone Matters*' document, and for bringing the organisation to this point in its approach to Equalities. Members took on board that Equalities is very much about the 'day job' and mainstreaming strategic equality objectives into the Council's service delivery plans. They did however express concern that achieving this requires a culture change yet no one person appears to have overall

responsibility. Noting that the strategic objectives will be embedded in the Corporate Plan, Members would urge that the Corporate Plan states clearly with whom the responsibility for delivering equalities lays.

The Committee felt that as a high level strategic document '*Everyone Matters*' leaves Members asking '*how*' we are going to achieve the strategic equality objectives. Members note your view that '*how*' will be assisted by partnership working and will look out for the strategic equalities objectives in both the 2012 -15 Corporate Plan and Service Area Business Plans, with the option to name and shame service areas that do not comply.

Cardiff Council leading by example

The Committee wishes to stress that they feel it is important to make links with small businesses on the matter of equalities in light of the Council's new procurement approach. They welcomed the reassurance that procurement will include community benefits and that it is proposed to ensure that smaller companies, sub contracted by larger contractors, are supported to comply with the Council's strategic equalities objectives.

Members felt there would be an opportunity for the Council to offer well structured training opportunities to the Ethnic Minority and Disabled communities as a deliverable in service area plans.

The Committee felt that in future it would be key to monitor the Council's role as an employer, for example accessibility of buildings, employer of choice, ensuring proactive steps are taken to reflect the community served.

Consultation

Members enquired how the Citizen Focus team are reaching out to specific groups, and were pleased to hear that a variety of networks and forums are being accessed to feed into the consultation. Families were particularly identified as a key group that should be consulted and intervention in the early years was identified as key. The Committee endorsed the observation that partnership working should assist this.

Working in Partnership

In March 2010 Members of this Committee expressed a view that in light of the '*What Matters*' integrated partnership approach it would be sensible to aspire to a single equalities scheme for Cardiff. It was unclear this time whether partners are approaching this matter in the same manner as the Council. Members understand that all partners are using the same

needs assessment and that in some cases partner boundaries are different but would encourage a unified approach.

Specifically on the matter of the comprehensive needs assessment Members were keen to establish what the Council is doing about the huge differences in life expectancy between communities in the Northern and Southern arc. The Committee were pleased this revelation has unified partners and identified that much more direct engagement is required and will look for evidence of a step change when it next considers equalities.

Finally the Members would urge that all data appears in readable font in the final published version as they found some illustrations in the document visually challenging.

37 : AUDIT PANEL ANNUAL REPORT 2010/11

The Committee has maintained links with the Audit Panel since it's inception in 2002. In 2009 the Panel underwent a formal review of its role and responsibilities to assess it's effectiveness in delivering it's core functions. The review facilitated the new make up of the current Audit Panel, the profile and extended terms of reference.

In 2009 the role of Scrutiny in relation to the Panel was also reviewed, aspiring to ensure that the roles of the Panel and Scrutiny were complimentary, that any duplication was reduced to a minimum, that close working relationships were developed to help prevent overlap and duplication and that complimentary roles were encouraged.

The Chairperson welcomed Sir John Shortridge, Chair of Cardiff Audit Panel to the meeting together with Christine Salter, Chief Corporate Services and Section 151 Officer and Derek King Operational Manager Audit and Risk Management.

Sir John Shortridge presented the Audit Panel's Annual Report 2010-11 in which he gave an outline of the work of the Panel 2010/11. It was noted that the Panel had met four times in 2010-11 when it received updates on both internal and external audits supplemented by priorities from the Panel's Work Plan which was centred around strategic risks and the significant challenges the Council is facing.

The Audit Panel recognised that the Council has a number of ongoing business challenges and new initiatives to introduce over coming months/years, and it is therefore vital that good governance is maintained.

Set against the backdrop of severe financial pressure the Council has identified some radical initiatives, through its transformational agenda, to help secure savings and improve service delivery to customers and communities and the Panel welcome the opportunity to support the Council as it responds to these challenges.

The Panel considered a number of standard items including:

- Budget and statement of accounts
- Governance documents
- External Audit (Wales Audit Office)
- Internal Audit

The main themes of the Panel were Transformation; Treasury Management; Performance Management and Partnership Collaboration.

Reviews of the Panel's Action Plan included updates on Delayed Transfers of Care; Building Management Programmes; Performance Outcomes; Housing Quality Standards; Waste Management and the Senior Management Restructure.

Future priorities include transformation, single status, business continuity and further work on partnerships.

In conclusion Sir John Shortridge advised that the local Government (Wales) Measure once implemented would bring about significant changes and would lead to the disbandment of the Panel in its current format.

The Chairperson expressed concern about possible duplication in work as the terms of reference for the Panel and Policy Review and Performance Scrutiny Committee were very similar and suggested that the Panel and Committee should be mindful of this when setting their work programmes in order to avoid duplication.

AGREED – That a letter be sent by the Chairperson on behalf of the Committee to Sir Jon Shortridge, Chair of the Audit Panel thanking him for attending the Policy Review and Performance Scrutiny Committee on 18 January 2012 and to convey the following observations of the Committee when discussing the way forward:-

- When you last attended Committee, Members were keen to ensure that Panel and Committee maintained their mutually respectful working relationship. The benefit of continuing good working

relationships was recognised, it was also agreed there is a clear role for both, however Members feel that the anticipated two way referral between the two bodies could be developed further.

- The Committee welcomed the robust work of the Panel throughout 2010/11 but noted that where there had been opportunity to refer concerns to relevant Scrutiny Committees that had not necessarily happened. Members felt an opportunity exists for fuller briefing of the Panel on all Scrutiny Committees' terms of reference and that the opportunity would present itself as arrangements are put in place to meet the requirements of the Local Government (Wales) Measure.

For example, the Committee felt a key reference you made at the meeting was that Education Services are poor at sharing learning and mainstreaming good practice across all schools. They endorse the Panel's action in writing to school governing bodies where there were governance concerns, however would urge that this is a good example of a concern that would benefit from referral to the Children and Young People Scrutiny Committee for consideration on their work programme.

- The Committee were interested in your view of the risk associated with implementation of the transformation programme, noting that you consider the Council's change of approach from outsourcing to insourcing is considerably less risky.
- Lastly, when this Committee published its review of scrutiny and Green Paper to Council in January 2011 a key finding was that Member resources are critical to effective scrutiny. It was felt that the valuable Member, Independent Member and officer resources of both Panel and Committee must be optimised, and duplication of activity avoided. The impending guidelines on the Local Government (Wales) Measure will provide the perfect opportunity to review relationships, clarify understanding of roles and synchronise work programmes.

38 : CUSTOMER MANAGEMENT STRATEGY

The Committee has responsibility for scrutinising matters relating to the frontline customer service experience. Previously Committee has engaged in formative discussion at the influencing stage of developing a Customer Service Strategy. In May 2010 Members considered the new Customer Service Strategy; including Customer Service Standards; an Access

Channel Strategy and Plain Language Guidelines. The strategy was subsequently agreed by the Executive and the Committee agreed to monitor the project's progress.

Further scrutiny was undertaken in March 2011 and the Committee were briefed on Customer Insight, Customer Journey Mapping and how these techniques would be used to shape Council services moving forward as part of the larger Transformational Change Programme.

The Chairperson welcomed Councillor Mark Stephens Executive Member Finance and Service Delivery to the meeting together with David Trussler Transformation Advisor and Isabelle Bignall Head of Service Shared Customer Service.

Councillor Stephens indicated that he did not wish to make a statement on this occasion.

Isabelle Bignall gave the following presentation in which she advised Members the Customer Management Strategy sets out the Corporate Vision for the way customers will be managed across the services, the strategy for achieving the vision and gives an approach for the development and management of customer access channels.

Vision (Extract)

- “Cardiff will have a one Council approach that puts the customer at the heart of the organisation and provides integrated, seamless services which are accessible in the right way and at the right time;
- We will understand and respond flexibly to the needs of all our customers in a way which makes them feel valued and respected and ensures they are well informed and have the ability to influence how services are provided.
- We will use the capabilities of existing and emerging technologies to deliver our services in the most cost effective way but also meet the needs of our customers”.

Key Principles of the Strategy

- To understand and meet the needs of our citizens;
- To have informed and engaged customers;
- To have a customer driven culture;

- To have accessible and integrated service provision

Practical Approaches

- Designing access channels with the needs and preferences of our customers in mind; encouraging greater usage of the most cost effective contact methods.
- Creating a positive experience for our customers through new access channels and types of interaction.
- Actively encouraging service areas to work together with each other and with customer management.
- Identifying savings by analysing customer experience and end to end cost to serve data.

Channel Management

The Customer Management Strategy also includes an approach for effective channel management which includes a strategy for channel shift; an approach to management of specific channels and a commitment to regular reporting on channel use and effectiveness.

Key Principles of the Access Channel Shift (Extract)

- Make access to our services available through appropriate and cost effective access channels designed with the needs and preferences of our customers in mind;
- Encourage greater usage of the most effective contact methods by creating a series of deliberate and targeted channel shifts
- Create a positive experience for our customers through new access channels and types of interaction. This will generate trust, improve service delivery and reduce hidden costs to our customers and to us.
- Actively encourage service areas to work together and with other service providers, shared values, goals and data will improve service delivery.
- Learn and innovate continuously by monitoring successes and regularly reviewing customer feedback on all access channels.
- Identify saving by analysing customer experience and end to end costs to serve data.

Channel Shift: whilst catering for the needs of a wide range of customer segments in contacting the Council, we will express a preference for

customers to contact us via the most cost effective channel(s) for each transaction type and service area.

Measurements

Performance Management/Avoidable Contacts

- Customer management will have the day to day responsibility for implementing the customer management strategy including 'avoidable contacts'.
- A Customer Management Improvement Officer should be appointed to have day to day responsibility for the strategy of minimising avoidable contact, working closely with service heads.
- Contact data across our main contact channels will be measured and analysed by Customer Management on a monthly basis.

Customer Management Performance Board

- The evolution and implementation of the Customer Management strategy will be governed by the Joint Customer Management Board, which will be established as part of the Customer Management Service Redesign Project.
- This board will also monitor end to end customer service performance and sanction corrective actions to address performance deviations.

Implementation

In order to realise this vision, the Council will need to address all the following in the coherent, customer focussed fashion:-

- Business processes (Customer Journey Mapping CJM) Business Process Mapping (BPM) and working with Business Analysts.
- Staff knowledge and skills.
- Staff values, behaviours and beliefs.
- Management systems, performance measures and business rules.
- Enabling systems and technology.

Next Steps

The Customer Management Strategy will be managed and implemented through the Customer Management Project and will also:

- Provide service areas with help to reshape how they deal with customers especially at first point of contact (through service redesign).
- Inform and establish the key requirement for future web design (including Portal and Online Services).
- Allow service areas to generate savings as they reshape.

The Chairperson thanked the Officer for her informative presentation and invited the Committees Observations:-

- Clarification was sought about the process and the need to ensure that it not only includes education of the provider but also education of the customers to ensure they understand the process: accessibility and the services on offer. It is also important to build flexibility into the process.
- In response to a comment that Regulatory Services do not always see themselves as service providers, it was confirmed that Officers were working closely with the service area in providing a one customer one call approach.
- Concern was expressed that when the hubs were piloted citizens had not been educated about using the hubs before they were introduced. In response Members were advised that a decision had been taken to have a soft launch, following a review of footfall, the hubs will now be widely promoted, data on usage will be captured and analysed for future rollout.
- Information was sought as to whether there was a clear pathway for reporting things that go wrong. Members were advised that at the moment the clear direction was through C2C but it was planned to have other avenues available in the future.
- In response to a query about data management, Members were advised that one of the benefits of the new process was the ability to capture data. Currently some information is directed to service areas, some placed directly onto the system and there is a different route for non-standard/urgent enquiries.
- Members highlighted that currently they receive many complaints from constituents that have not received a satisfactory response or have not received a response at all to a query or reported a fault that they had reported through C2C, they would then contact Members as a 'last resort' to deal with the issue on their behalf to achieve a satisfactory outcome.

- With regard to channels of access for Members, it was confirmed that Officers were currently working to put in place a priority line for Councillors.
- The issue of resources was discussed, the Executive Member confirmed that there is funding available for the changes it would be explained fully during the budget discussion.

AGREED- That a letter be sent by the Chairperson on behalf of the Committee to Councillor Mark Stephens, Executive Member, Finance and Service delivery thanking him and his Officers for attending the Policy Review and Performance Scrutiny Committee on 18 January 2012 and to convey the following observations of the Committee when discussing the way forward:-

Citizen Hubs

The Committee was generally supportive of the Customer Management Strategy having considered it at an earlier stage of development. Their comments are therefore specific in nature. Members identified there is a need to pay particular attention to educating customers, in spreading understanding of how to contact the Council, of the existence of hubs and the services that are accessible at the hubs. Whilst Members accept that the initial launch of the St Mellons Citizen Hub was ‘soft’ they feel strongly that the Council must develop a more structured approach to promoting all hubs. Members heard that current measurement of footfall does not enable detail on specific services accessed. They feel this is a gap that needs to be addressed to ensure the significant investment is of maximum benefit to customers. Members wish to thank you for your offer of a specific report on the St Mellons hub and recommend that it forms a part of the forthcoming joint scrutiny of citizen hubs by the Economy and Culture and Communities and Adult Services Scrutiny Committees in March.

Regulatory Services

The Committee wishes to re-iterate its concern that not all services view their service contacts as customers. Members felt that the Council’s Regulatory Services (for example, planning, licensing, public protection and pollution control) display a different view of customer service than many frontline Council services. Members would urge that Regulatory Services be encouraged to perceive themselves as a customer service whilst recognising their regulatory function.

Councillor interaction

Members felt that when a customer request for service to C2C goes wrong they are often the next port of call for the citizen and would be expected to pick up the case. With this in mind Members would urge you to explore further where they fit into the Customer Management Strategy. They expressed a preference for a direct councillor hotline number, and were pleased to hear there is a Members' portal planned.

Flexibility

The Committee was keen that the Council, in moving into new channels of customer service delivery, should preserve flexibility of service provision, acknowledging that one size does not fit all.

Schools

Members were most interested to hear that the Education Service will be looking at how they can use C2C as a point of service for schools customers going forward.

39 : TRANSFORMATION WAVE TWO PROJECTS

Members received a briefing on the Wave Two Projects which have been developed for inclusion in the Transformation Portfolio and the resulting changes to the structure of the Portfolio.

Members receive six monthly progress reports in September and March and all five Committees have identified transformation projects of particular interest and importance within their terms of reference.

There are currently seven programmes that make up the Transformation Portfolio, as a result of an additional three projects that have been identified the Portfolio Management Board has agreed that the Portfolio should be restructured in order to ensure that the programme remains a manageable size. The revised Portfolio chart shows that the Service Redesign Programme is splitting into three separate programmes, City Space, Place Services and People.

The Chairperson welcomed Councillor Mark Stephens Executive Member Finance and Service Delivery to the meeting together with David Trussler, Transformation Advisor.

Councillor Stephens advised that Members would be able to see how we are progressing financially with Wave One projects through monitoring reports and budget assumptions next year. Councillor Stephens advised

that the Council were now moving onto Wave Two projects, these are set at a high level, we need to develop as a Council over the next six to seven months, we are not quite there yet, consideration needs to be given to the change outcomes. The early warning to Scrutiny Committee is that this will come back to the various Scrutiny Committees in the Autumn together with the business case. Councillor Stephens confirmed that the Executive were comfortable with the outline of the projects but there was no detail at the moment. It is intended that Committee would receive a broad introduction now and then return to the various Committees with a job plan in the next year.

David Trussler, Transformation Advisor gave the following presentation on the seven Wave Two projects which are progressing into detailed development stage which will commence immediately, three further projects will commence at a later date.

Development of Wave Two Proposals

- Workshop approach
- Positive engagement with service areas
- Identification of service improvement opportunities
- Key themes
- Prioritisation of project proposals- criteria free evaluation
- 7 projects commencing early 2012 which were outlined for information:-
 - (i) Children's Services Project;
 - (ii) Education Services Project;
 - (iii) City Space Project;
 - (iv) City Development Project;
 - (v) Housing Services Project;
 - (vi) Regulatory Support Project;
 - (vii) Venues and Catering Project.
- 3 projects to commence at a later date namely Learning and Development; Revenues and Benefits; Income Management.

Next Steps

- Restructuring Transformation Portfolio;
- Scrutiny Committee briefings;
- New Programme Board arrangements;
- Resourcing activities;
- Future state Target Operating Model;

- Quick win profiles and delivery plan;
- Benefits Map, Profiles and Delivery Plan;
- Outline Business Cases.

The Chairperson thanked the Officer for his detailed presentation and invited the following observations of the Committee:-

- Reference was made to the predictions for potential savings, concern was expressed that these predictions appeared to change on a regular basis and were often contradictory, details on the latest prediction were sought together with the source and accuracy of the information predicted.

Councillor Stephens advised that the information needs to be developed further the £10m savings per annum were across the board savings these need to be developed, in this context the predictions come from a variety of areas including savings realised from Wave 1 projects.

- In response to a query on the anticipated costs for developing the programmes, Councillor Stephens advised that anticipated spend for this year would be £4.85m, it would become clearer when the budget is set out, the long term costs are lower than that and it will be possible to quantify these at the end of the month. Members have always been informed of the need for up front spend to save for infrastructure such as hardware and software therefore there will be £4.85m this year on a reducing scale in future years, there will be more clarity around this in the budget.

AGREED – That a letter be sent by the Chairperson on behalf of the Committee to Councillor Mark Stephens, Executive Member, Finance and Service Delivery thanking him and his Officer for attending the Policy Review and Performance Scrutiny Committee on 18 January 2012 and to convey the following observations of the Committee when discussion the way forward:-

Timeline & Future Scrutiny

Members were pleased to hear that you recognise the benefit of early scrutiny engagement with the new wave of transformation projects, and noted that the timeline for Executive approved Business Cases going forward will mean projects become available to all scrutiny committees in the autumn 2012.

Transformation Savings and Costs

The Committee noted that the Executive are aiming for £10m of transformation savings per annum for the next 5 years, a total of £50m, and that they anticipate £4.85m of costs to deliver projects this year. Members will look out for details of the long term costs associated with transformation you advised will be a part of the proposed budget papers 2012/13.

Finally the Members wish to refer you to an inquiry into Charging and Trading undertaken by this Committee some years ago that may be a useful reference for the Income Management project to commence late 2012/13.

40 : INFORMATION REPORT – PERFORMANCE QUARTER 2

To enable Members to stay up to date with performance across the organisation, all performance reports considered by the Executive are included in this Committee’s papers for information as they become available. At Quarters 1 and 3 the Committee undertake full consideration of the Council’s performance and at Quarters 2 and 4 the reports are included in Committee papers for information only.

AGREED – That the Information report on Quarter 2 (2011/12) Council wide performance be noted.

CHAIRPERSON.....DATED.....