

## POLICY AND PERFORMANCE SCRUTINY COMMITTEE

4 JULY 2012

Present: County Councillor Clark  
County Councillors Bale, Hunt, Keith Jones, Knight, Lloyd,  
Mitchell, Robson and Walker

### 1 : APPOINTMENT OF CHAIRPERSON

The Committee noted that the Council on 17 May 2012 appointed County Councillor Clark as Chairperson of this Committee.

### 2 : MEMBERSHIP

The Committee noted that the Council on 17 May 2012 appointed the following Members to this Committee:-

County Councillors Bale, Hunt, Keith Jones, Knight, Lloyd, Mitchell, Robson and Walker

### 3 : TERMS OF REFERENCE

The Committee noted that the Council on 17 May 2012 approved the following terms of reference for this Committee:

“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:

- Strategic Policy Development
- Strategic Programmes
- Community Planning & vision Forum
- Voluntary Sector Relations
- Citizen Engagement & Consultation
- Corporate
- Equalities
- Finance and Corporate Grants
- Organisational Development
- Fundamental Operational Review
- E-Government and ICT
- Property and Procurement
- Carbon Management
- Contact Centre Services and Service Access

- Communications
- International Policy
- Council Business Management and Constitutional Issues
- Legal Services

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance in this area.”

#### 4 : MINUTES

The minutes of the meeting held on 14 March 2012 were approved by the Committee as a correct record and were signed by the Chairperson.

#### 5 : INTRODUCTION TO SCRUTINY

The Committee received a report setting out the context of the scrutiny function in Cardiff. Members were advised of the historical backdrop to scrutiny, its purpose and the process by which scrutiny is achieved. The Chairperson welcomed Mike Davies, Head of Scrutiny, Performance and Improvement; and Paul Keeping, Operational Manager, Scrutiny; who were in attendance to present the report and answer questions from Members of the Committee.

The Committee was advised that the scrutiny function in Cardiff provided backbench Members with robust methodology for holding decision-makers to account. Since 2000 Cardiff has provided the strongest scrutiny function in Wales and had claimed some notable successes, such as hosting a conference on the implementation of the Local Government Act 2000; award-winning reports on the Economic Impact of the Millennium Stadium and the Night-time Economy in Cardiff; the Local Service Board Scrutiny Panel Pilot; and mentoring other scrutiny teams across Wales.

Officers also recognised that there was still room for improvement. A ‘listening exercise’ had been conducted, collating the views of those

Members who sat on Scrutiny Committees prior to the election in May 2012, with a view to reflecting on opportunities for improvement.

Members were advised that it was important to get the balance right between the quantity of issues scrutinised and the quality of that scrutiny. Officers suggested that the Committee would benefit from scrutinising a small number of issues well. Therefore it was important to agree upon a work programme that was achievable.

The main issues affecting scrutiny in the immediate future were:

- The Local Government Measure (Wales) 2011
- Collaboration and Partnership scrutiny
- Issues arising from a review of scrutiny arrangements and the 'listening exercise'

With regard to the Local Government Measure (Wales) 2011, the themes of most interest from the scrutiny perspective were:

- Member Development – Member training and an annual meeting to explore Member development requirements
- Citizen Focus – putting citizens at the heart of scrutiny
- An increasing expectation that public views will be taken into account
- Audit Committee – the need to complement the work of Policy Review and Performance Scrutiny Committee

Partnership working was expected to bring positive benefits. However, there was likely to be pressure placed on the available resources through increased workload. Officers advised that partnership and collaboration would be conducted with the Cabinet; other Scrutiny Committees; externally – with the Cardiff Partnership Board Scrutiny Panel; through regional consortia in social care and education; and on Prosiect Gwyrdd. There was also an expectation that the Council will scrutinise other public service providers in the City.

Finally, the Committee was briefed on the future opportunities and challenges facing scrutiny. These included balancing the expectations of Members and the public with the resources available, communicating scrutiny to the public through a citizen focussed agenda and managing relationships.

The Chairperson thanked the Officers for their presentation and invited questions from Members during which the following comments and observations were made:

- The Committee felt that the aspiration to increase public involvement in the scrutiny process was a noble one. However, it was suggested that it may be difficult to get members of the public to engage with the Policy Review and Performance Scrutiny Committee (PRAP) as its work programme dealt with internal issues in the main. Members questioned whether it would be possible to co-opt members of the public on to the Committee, in the same way as those sitting on the Children and Young People Scrutiny Committee (CYP). Officers advised that the co-opted members on CYP were a statutory requirement. A scrutiny green paper had studied the option of co-opting members of the public. A mixed response was received on this particular point during the consultation process. The view was formed that it would be more appropriate to include the public as co-opted members on Task and Finish inquiries.
- Members felt that the location of meetings was important. The Committee felt that it was proving difficult to get members of the public to attend meetings at County Hall, but meetings at other locations, such as City Hall, were better attended.
- Members questioned whether the budgets available to support each Scrutiny Committee were sufficient. Officers confirmed that the budget available for research had been reduced over the years due to underspends. However, it has been possible to transfer resources from one Committee to another.

AGREED – That the report be noted.

## 6 : DRAFT LOCAL DEVELOPMENT PLAN 2006-2026 – SCRUTINY OF THE DRAFT PREFERRED STRATEGY

The Committee received a report outlining the process for scrutinising the Draft Preferred Strategy for Cardiff's Local Development Plan (LDP). Members were asked to consider approving the re-convening of a Task and Finish group inquiry to consider the Council's approach to developing an LDP.

The Planning and Compulsory Order Act 2004 requires the Council to produce an LDP, the crucial strategic document which governs the future development and economic growth of Cardiff over a 20-year period from 2006 to 2026. The LDP is a key driver for investment in the city,

competitiveness, growth and environmental protection and will have implications for the wider region.

In October 2008 the Policy Review and Performance Scrutiny Committee approved the establishment of a task and finish group comprising the Chairpersons of each Scrutiny Committee and a volunteer Member from each, in order to consider the previous draft LDP. The group produced two reports on the deposit version of the previous LDP (Feb 2009) and the Visions and Objectives of the new LDP (Feb 2011). Members of the Committee received the February 2011 report for information.

The Draft Preferred Strategy document will set the overall proposed level of growth in Cardiff between 2006 and 2026 and it will list the strategic sites identified for new homes, businesses and jobs and other land uses that will deliver economic growth. It will contain a number of policies on sustainable transport, protecting the environment and delivering quality new development. The overall strategy is based on 10 'tests of soundness' set by the Welsh Government. The Draft Preferred Strategy is scheduled to be considered by the Council's Cabinet on 11 October 2012 and will be considered for approval by Council on 25 October 2012.

Members were advised that it was essential that the Draft Preferred Strategy was subjected to robust scrutiny prior to being finalised by Cabinet. Scrutiny Chairpersons had agreed in principle to the establishment of a Task and Finish Group replicating previous arrangements. Nominations were sought and officers would work to ensure that representation on the Task and Finish Group was broadly proportionate with the overall representation of the Council.

The potential benefits for Members considering joining the Task and Finish Group were detailed as follows:

- Being involved with the scrutiny of a key strategic corporate and statutory document which has major implications for the future of Cardiff
- Gaining an in-depth awareness of the issues underpinning the LDP and its process
- Gaining experience of the Task and Finish process and the dynamics of working with Members from the Council's other Scrutiny Committees.

Paul Keeping, Operational Manager, Scrutiny, advised that a large number of nominations had been received from the Conservative Group,

although Councillor Walker (PRAP) had agreed to stand aside for Councillor McKerlich (Environmental) as the alternative Conservative nomination. It was suggested that the membership of the Task and Finish Group could be expanded in order to make it easier to accommodate volunteers.

The Committee noted that the date suggested for holding the first meeting, 18 July 2012, clashed with a Neighbourhood Management Meeting in Cardiff North. This had affected some Members decisions when nominations were being sought.

AGREED – That:

- (1) the Committee approve the reconvening of a task and finish group reporting to PRAP to consider the Council's approach to developing a Local Development Plan;
- (2) the Committee note the contents of the report;
- (3) Councillor Clark (Chairperson) and Councillor Garry Hunt, Paul Mitchell and Adrian Robson be nominated as Policy Performance and Review Scrutiny Committee representatives on the Task and Finish Group Inquiry into the Draft Preferred Strategy into the Local Development Plan.

## 7 : INTERNAL SERVICES STRATEGY & TECHNOLOGY FRAMEWORK 2012-15

The Committee were presented with a report on the challenges facing the Internal Services service area in providing ICT support services to frontline services. In November 2011 the Committee considered the draft Internal Services Strategy and expressed a wish to monitor its progress. The Strategy for 2012-15 went live in April 2012. Members were asked to consider whether the Internal Services Strategy (ISS) was fit for purpose.

The delivery of ICT is divided into operational delivery by Internal Services, strategic development delivered by Enterprise Architecture and the Strategic Technology Partnership arrangements. The Committee will consider Enterprise Architecture and the Strategic Technology Partnership arrangements at future meetings.

The ISS sets the aims of the Council's ICT service and the challenges ahead of them in the form of social, technological, economic, political and legal considerations. These challenges will be faced through a more fluid delivery of services involving mobile, home working and non-traditional devices. The strategy also highlighted the fact that the Council is utilising equipment beyond normal service life and it will aim to create a suitable replacement programme for both hardware and software assets. The 'Our Space' programme will also have significant implications for ICT delivery.

Members were advised that the service has achieved staff efficiencies of £200k since 2011 as part of the Transformation project. Estimated funding of the project over the period was forecast at £123k. The projected gross savings from this project over five years was £1.2 million.

The Committee reflected on the observations made during the previous consideration in the following areas, full details of which were set out in the report:

- Balancing technological progress and cost
- Improvements forecast
- Funding improvement
- ICT strategy
- The paperless challenge

The Chairperson welcomed Councillor Heather Joyce, Leader of the Council, Philip Lenz, Corporate Chief Officer (Shared) and Steve Durbin, Head of Internal Services to the meeting. Councillor Joyce thanked the Committee for the invitation to attend and invited Steve Durbin to deliver a presentation on the ISS, the technology framework and the challenges of service delivery.

The presentation gave an overview of the organisation of ICT provision within the Council. ICT were responsible for the following:

- System support – devices, back office devices and software
- Hardware/Software supply
- Transition from development
- All services conducted with partners

The ICT budget for 2012-13 was £5 million, of which £600k in revenue and £600k in capital had been allocated to address corporate risk.

Enterprise Architecture has a separate budget. However, Members were advised that much of the resources spend on ICT provision Council-wide were devolved into service area budgets. In most other authorities budgets were more centralised. The total identified spend on ICT across all departments for 2011-12 was £13.3 million.

The key risks facing the ICT service were detailed as follows:

- Workforce Skills – Staff training in Cardiff for 2010-11 was 0.8 days per person, the industry standard is 5 days
- Ageing Infrastructure
- Architecture and Technology changes – Transformation programme changes, Bring Your Own Device, Cloud technologies
- Building and Workforce Changes – Our Space, staff mobility

The presentation also highlighted the measures being taken by the services to address those risks, namely:

- New ISS strategy focused on four key themes
  - Customer Focus
  - Open as possible, secure as necessary
  - Appropriate and Flexible
  - Innovative
- Technology Framework
- Budget Response – investment targeted at major risks and a move to centralisation
- Restructure and Training – industry standard model for structure and process, training in key deliveries
- Infrastructure Investment – reduce risk, enable mobility and cloud computing

Members were also advised of the recent work being undertaken by the ICT service in order to address the issues facing the service, including:

- Replacement of core switches, firewalls, server room fabric switches, core printers
- New homeworking solutions
- Bring Your Own Device agreements
- Microsoft Enterprise Agreements
- Upgraded school links
- Redesign of Wide Area Network with WG/Logicalis



In the future the following work will be undertaken:

- Browser upgrade to Internet Explorer 8
- Rollout of Office 2010 to Xtremes
- Schools Wireless
- Urban Broadband Fund work
- Upgrade backoffice infrastructure/software
- Delivery of Wide Area Network redesign

Members also received details of the measure and targets for the ICT service.

The Chairperson thanked the Officers for their presentation and invited questions from Members during which the following comments and observations were made:

- The Committee asked for opinion on the benefits of centralising service area budgets for ICT. Members were advised that Cardiff pays the highest price for the 'spot buying' purchase of a PC in Wales. Centralising budgets would help to address this and similar issues. The Transformation programme has proposed centralising 80% of the total budgets available. This would enable greater leverage to negotiate reduced prices and therefore improve the service provided.
- A Member expressed the view that the standard of the Council's website was poor. Officers stated that the website was rated as 3-star and no other Welsh local authority rated higher. The Committee was informed that, as part of the recently negotiated Microsoft contract, web-publishing software had been secured which would enable the rollout of an upgrade to the Council website over the next 18 months. Responsibility for the redesign of the website would rest with the Communications Team; whilst ICT would be responsible for new infrastructure.
- Members suggested that some of the themes in the ISS were ubiquitous. Officers were asked to clarify how they would measure the success of the implementation of the ISS. Officers felt that openness could, for example, be measured by reducing the number of FOI requests received by the authority by putting more information in the public domain.

- Officers were asked how the budget available compared with the private sector, how the service compared with best practice in the private sector and how much the service worked with the private sector. The Committee was advised that a number of projects had been delivered by private sector contractors. ICT staff, and therefore the authority, have benefited from 'knowledge transfer' when working alongside private sector contractors. Professional standard training has also been provided to staff by software suppliers.
- Officers confirmed that all hardware procured for the authority is provided by Dell. However, that agreement is being retendered at the moment using nationally agreed tendering frameworks.
- Members sought assurances on data security particularly in relation to cloud technology. Officers advised that security was an issue of concern particularly with 'Bring Your Own' devices. In the future there would be 5 levels of security, e.g. a member of staff from the Housing Benefits team who worked from home would be at the top level of security, whereas a field worker responsible for street lighting would be at a lower level.

Officers advised that a plan on the development of the use of Cloud technologies was being drawn up, using secure Government certified cloud service providers only.

- The Committee, referring to the contract for the supply of software recently agreed with Microsoft, and in particular the agreement to provide free training on the use of the software, questioned how this compared with other providers. Officers stated that there was an urgent need to update software across the authority. Open source training would be provided to all staff. The agreed 3-year contract was fully supported by Microsoft but the Council can terminate the contact if required.
- The Committee discussed the provision of broadband to all schools in the City. Steve Durbin advised that all primary schools would have 100mb broadband and all secondary schools would have 200mb broadband, with the exception of Cardiff High, which would have a 1Gb link. It was noted that when all the links have been installed demand on the broadband network will increase. There was generally a restriction on the amount of bandwidth available in Wales and discussions were on-going regarding improving this **with Welsh Government**. The use of caching technology within schools was being

also investigated as a means of reducing the amount of traffic on external broadband links.

- Officers were asked whether scope existed to pool resources for the provision of ICT services across all 22 Welsh local authorities and whether capacity existed for a national infrastructure. Members were advised that a series of collaborations were already taking place. The Microsoft contact had been negotiated on a national-basis. Bridgend and RCT Council had developed shared data centres. Officers from ICT met regularly with their counterparts in order to knowledge share. Elements of a national infrastructure were already in place e.g. the Public Sector Network, the Public Sector Broadband Aggregation, the Joint Academic Network.
- Members were concerned that, as the use of ICT in the provision of Council services improved, it was inevitable two-tiers of service users would be formed. There were many people without access to, or the ability to use, ICT. These 'excluded' people were the poorest, or the oldest, or the isolated and were often excluded in other ways. Therefore, as services improved, inequality was being created and awareness needed to be raised regarding this.
- In terms of the storage of data, Members questioned whether data storage could be better managed. As a result the capacity for the storage of data would be reduced. Officers agreed that the management of data storage needed to be improved.
- Officers were asked to comment on the provision of ICT facilities in libraries and 'hub' centres. Service users were able to access free broadband at these locations. Discussions were being held with regard to the provision of low-level broadband access for Council housing tenants as part of the Urban Broadband bid process.
- Officers were asked to clarify the financial arrangements in respect of the central and delegated ICT budgets. It was noted that the ISS did not include budget allocation/resourcing information or organisational goals. Officers advised that funding/resourcing issues were identified in the ICT Business Plan. The ISS was a strategic document and had moved away from detailing organisational goals.

- The Committee requested that a glossary of terms providing a brief explanation of the abbreviations and acronyms used in reports be provided for future meetings.

AGREED – That the Chairperson write a letter to Councillor Heather Joyce, Leader of the Council on behalf of the Committee, thanking her and her Officers for attending meeting , and to advise her of the following observations:-

#### Accessibility

- Members were generally complimentary about the accessibility of the Internal Services Strategy document, particularly in relation to its readability; however a glossary of terms as a part of such high level documents as this would facilitate ease of understanding. In addition abbreviations used in the main body of the document need to be explained when they are first used.

#### Procurement of IT equipment

- The Committee was concerned to hear that a Society of Information Technology Managers (SOCITM) report, *Benchmarking the ICT service in Wales 2010*, found that Cardiff was not achieving as low prices for its IT purchasing as could be expected for the size of its IT spend. The Committee asked that this be addressed.

#### Budget

- In response to questioning it was noted that a high proportion of the Council's IT budget was delegated to service areas. The Committee asked that this practice be reviewed to ensure the budget is being spent in the most effective way. Officers agreed to confirm the 2012/13 budget for information technology.

#### Measurability

- Members raised the issue of how the high level objectives within the Internal Services strategy could be measured and monitored, and felt that these indicators of performance should form a part of the strategy document.

#### Website

The Committee felt that the Council's website was of concern, particularly in relation to the options available for customer interaction and payment. The number of Freedom of Information requests received by the Council was considered by officers an indicator of website effectiveness. Members therefore welcomed the offer to bring details of web development plans to this Committee in the future

- In addition Members wish to highlight the importance of the format in which information is presented on the Web, and there was a general feeling that the Council does not publish enough information.

#### Collaboration/ data sharing

- The Committee observed that Local Government services are delivered in all parts of the country and therefore excellent opportunities for sharing of knowledge and systems exists. Members wish to encourage greater collaboration where IT systems are concerned.

#### Equality of access to information

- Members wished to stress the importance of maintaining equal access to information and cautioned against the danger of creating two tiers of customer, dependant upon whether a customer had access to IT.

#### The Future

- The Committee took note of the target of less than 7 minutes of IT systems downtime per annum, and that it was forecast it will take the Council 2 years to reduce the red risks listed in the Corporate Risk Register pertinent to the IT service area. The Committee has asked to be informed of any difficulties in meeting the 7 minutes downtime target and addressing the red risks.
- Members noted that cloud technology is referred to in the strategy and wish to re-enforce the officer's views that security of information and governance is vital.
- The Committee wish to urge that the policy on data storage is reviewed to allow for continued growth in capacity.

## 8 : PERFORMANCE MONITORING QUARTER 4 (OUTTURN) 2011/12

The Committee received a report on the Corporate Performance monitoring reporting mechanism. Members were asked to familiarise themselves with the reporting mechanism and consider any issues arising from it.

The Committee has responsibility for scrutinising corporate performance management arrangements, and for monitoring performance in the Corporate and Shared Service areas. Members were advised that a new style of reporting performance was introduced in January 2011. Reports are prepared quarterly for consideration by the Cabinet. Scrutiny Committees are invited to consider those reports. The Committee have previously considered reports in some depth on a 6-monthly basis, whilst taking interim reports for information only. In March 2012 it was agreed that the Committee consider corporate performance monitoring as part of the 2012/13 work programme.

Since the introduction of the new reporting arrangements the Committee has made observations on the presentation, format and content of the monitoring reports and the opportunities for hiding poor results. Performance Indicators are currently collated at an operational level to support Corporate Plan priorities, Operational Plans and meeting Wales Audit Office requirements.

The monitoring report for the quarter 4 2011/12 was appended to the report. Issues of note included:

- An improvement in Council Tax collection rates
- Customer satisfaction with Internal Services was above the 90% target.
- ISO 1400/9001 accreditation was successfully retained for Central Transport Services
- An identified strain on staff resources to support the Transformation Programme
- Transformation savings totalled £8.661 million in 2011/12
- An additional £1.2 million has been allocated in 2012/13 to fund future transformation projects
- A review of the job evaluation appeal process

- The outcome of Single Status appeals may result in skilled and experienced staff leaving the organisation
- There is a possibility of employment law issues arising from job evaluation and amendment of the pay and grading structure
- Sickness absence for 2011/12 was 11.49 FTE days per employee (target was 10.88)
- There were 1,914 corporate complaints about council services in Q4
- 2410 pupils were excluded from Cardiff Schools in 2011/12
- At the outturn of 2011/12 there were 569 looked after children in Cardiff.
- The Council is at risk of not meeting its statutory obligations with the increased demands and reduced budgets place upon it by the Welfare Reform Bill 2011, Universal Tax Credit and localisation of Council Tax Benefits
- Leisure Services income is showing a surplus of £57k compared with a deficit of £1 million in 2009/10 and £58k in 2010/11
- The Performance and Information Management Project has been set an implementation date of July 2012
- The Council received 462 requests for information in quarter 4

The Chairperson welcomed to the meeting Philip Lenz, Corporate Chief Officer (Shared), Christine Salter, Corporate Chief Officer (Corporate) and Mike Davies, Head of Service, Scrutiny Improvement and Information, who had been invited to deliver a presentation and answer any questions from Members of the Committee.

Mike Davies delivered the presentation, explaining how the authority's performance planning framework meets the requirements of the Welsh Local Government (Wales) Measure 2009 and the Wales Programme for Improvement. Members were advised that key policy outcomes for the authority are set out in the 'What Matters' document. This document informs the Corporate Plan which advises how those policy outcomes will be addressed by setting key priorities for service areas; which in turn informs the Service Area Business Plans; and Personal Performance Development Reviews. The annual Improvement Plan overarches the Corporate Plan and service area plans.

The Committee received details of how performance is reported, as follows:

- Quarterly reporting to Senior Leadership Team
- Quarterly reporting to Cabinet

- Reports to Scrutiny Committees
- Annual data return to Welsh Government
- Annual report on outcome agreement to Welsh Government
- Annual Improvement Plan/Report to Council

Members also received details of the role the Wales Audit Office performed in providing external audit. The Auditor General for Wales is a statutory appointment and is tasked with ensuring the authority delivers the requirements of the Local Government (Wales) Measure 2009 and the Wales Programme for Improvement Guidance. As a result the Welsh Audit Office issues the following:

- the annual Regulatory Plan which sets out the work of the Welsh Audit Office within the Council
- the Annual Improvement Report which provides a statement of how the Council is addressing the proposals for improvement raised through the Welsh Audit Office, the Care and Social Services Inspectorate Wales and ESTYN inspections during the year
- specific reports into Council services set out proposals for improvement based on their review/inspection of services

The Local Government (Wales) Measure 2011 requires the Council to establish an Audit Committee. Officers suggested that discussions needed to be held regarding possible overlaps in the responsibilities of Scrutiny Committees and the Audit Committee.

Members heard that the role of Scrutiny Committees to review and monitor performance by using performance information to assist in inquiries and task and finish group work. Scrutiny Committees also assisted in the review of performance management arrangements, i.e. self assessment.

The Chairperson thanked the Officers for their presentation and invited questions from Members during which the following comments and observations were made:

- Members sought clarification of the procedure by which Cabinet receives monitoring reports. Officers advised that Cabinet Members would normally be expected to receive individual briefings on a portfolio basis prior to any report being considered by the Cabinet.



- The Committee has previously observed that few numerical targets are listed in the quarterly performance reports. Members questioned whether there is potential to refine the information provided to include targets. Members noted that in the case of Cardiff East Park and Ride the target for usage was exceeded in 9 months out of 12. Members questioned how this target was set, if the target was set by officers, and whether the target was realistic and meaningful. Members referred to several specific service area reports, which officers offered to pass on as appropriate and the Committee will refer to the appropriate Scrutiny Committees. More explanation was sought for data supporting Houses in Multiple Occupation, target setting for Cardiff East Park & Ride, increasing numbers of Delayed Transfers of Care and the number of security breaches investigated by the Information Commissioner.
- The Committee was concerned that there appeared to be no consequences for achievement/non-achievement of targets built into the performance management system. Officers stated that, in terms of management, there existed robust internal challenge of service area outcome based objectives. Individual performance can be challenged during Personal Performance Development Reviews (PPDRs).

It was noted that no sanctions are applied where budget overspends or underspends occur, or where service areas fail to achieve targets.

- The Committee discussed the value of the data presented in the performance management reports. Members considered that the current method would be improved if information regarding trends in the data was also provided e.g. the figure provided on Page 30 for number of meetings supported by Committee and Members Services during the year was not meaningful in the absence of corresponding information for previous years. The Committee welcomed a suggestion from officers that trend information be provided, in particular in relation to Freedom of Information requests. Members also requested clarification of whether FOI requests are put into the public domain and how many requests were outstanding after 20 working days.
- The Committee was concerned that the Sickness Absence target of 10.88FTE days for 2011/12 had not been achieved. The Committee sought further clarification and analysis of the reasons for the 2011/12 outturn sickness absence figures.

- Members noted that the appeals process for considering 1,500 appeals was underway. The Committee heard that it is necessary to increase the number of panels held each week in the autumn to ensure that all appeals relating to staff in detriment are processed by March 2013.
- Members felt that in future any abbreviations should be published in full when first used. If necessary reports should contain a glossary.

#### AGREED – That

- (1) the performance quarter 4 report be noted;
- (2) the Chairperson write a letter to Councillor Heather Joyce, Leader of the Council on behalf of the Committee, to advise her of the following observations:-

#### Reporting Approach

- The Committee is aware that the Performance Quarter 4 report would normally be presented to Cabinet in the first instance, and Members are particularly grateful to have had an opportunity to familiarise themselves with the corporate performance reporting and performance management arrangements at their first formal meeting. The Committee welcomed the offer of a report tailored to their own Terms of Reference should they decide it would be useful in the future, for example more detailed sickness absence monitoring information.

#### Management or Monitoring

- Members had some concerns that whilst there is clear evidence of a performance monitoring mechanism in place, there is less evidence of its link to performance management arrangements. They observed that within the current Personal Performance and Development Review (PPDR) mechanism it seems that no sanctions are applied where Chief Officers under or overspend budgets, or under perform on their targets. The Committee appreciates that at any one time Chief Officers will have many targets to pursue and that there may be greater merit in considering a balanced scorecard approach to performance management.

#### Trend Analysis

- The Committee felt that performance reporting within the current report card approach would have more value if there was clearer trend analysis. Arriving at the whole picture requires questions to be asked as illustrated on a number of occasions during the scrutiny. For example, page 30 reports good news for Committee and Member Services by providing figures of the number of Member meetings supported during 2011/12. However an absence of data for previous years means it is unclear whether this is good or bad news. The Committee therefore welcomed the offer of trend information as to how the picture has changed compared with previous years, particularly for example around Freedom of Information (FOI) requests. Members sought clarification on whether the responses to FOI requests are made public and how many requests were outstanding after 20 working days.

### Targets

- The Committee has previously observed there are few numerical targets listed in the performance quarterly reports, and has questioned whether there is potential to refine the information provided to include targets (*Oct 2011*). The new Committee similarly felt there was an absence of targets, little explanation of how targets were arrived at, and the process by which targets had been validated as appropriately challenging.

### Quality of Content/data

- During the scrutiny Members made reference to several specific service area reports, which officers offered to pass on as appropriate and the Committee will refer to the appropriate Scrutiny Committees. Firstly more explanation is sought supporting the data around Houses in Multiple Occupation. Secondly target setting for Cardiff East Park & Ride, and thirdly increasing numbers of Delayed Transfers of Care.

### Sickness Absence Monitoring

- The Committee noted that Sickness Absence has become a more prominent feature of the quarterly report and that the target of 10.88FTE days for 2011/12 had not been achieved. Whilst this remains a matter of concern for the Committee, Members wish to stress the importance of evidence based analysis. The Committee sought further clarification and analysis of the reasons for the 2011/12 outturn sickness absence figures so that if further analysis found the

reason given in the report to be incorrect the explanation should be amended.

#### Single Status – Appeals Process

- Members were interested in the progress of the appeals process following Single Status. They noted that the appeals process for considering 1,500 appeals is underway and it will be necessary to increase the number of panels held each week in the autumn to ensure that all appeals relating to staff in detriment are processed by March 2013.

#### Future Work Programming

- During the scrutiny several items were offered to the Committee for future consideration. Items that have been noted are: information governance; data protection; grant funding – equality impact assessment; and training in the Council’s risk methodology approach.

#### Presentation/Format

- Members on several occasions requested that abbreviations are published in full. If necessary the report should contain a glossary.

#### 9 : WORK PROGRAMME 2012/13

Members received a briefing report on the approach to finalising the Committee’s Work Programme. The report provided details of the options available to the Committee when considering the formulation its Work Programme.

AGREED – that

- (1) the Principal Scrutiny Officer arrange an informal opportunity for the Committee to discuss options for its Work Programme;
- (2) a report on the agreed Work Programme be brought to meeting of the Committee to be held on 5 September 2012.