
CORRESPONDENCE – INFORMATION REPORT

Background

1. Following Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The letter usually asks for a response from the Cabinet Member to any recommendations made and sometimes requests further information.

Issues

2. Prior to its May 2013 meeting, Committee members met to review the work of the Committee over the past municipal year. At the meeting Members indicated that they would like to have regular updates on responses to Committee correspondence specifically detailing whether all of the Committee's points have been addressed. In order to aid this, a copy of the Correspondence Monitoring sheet previously used to update the Committee Chair is attached at **Appendix A** to aid the Committee in this regard.
3. The Committee has recently received a number of outstanding replies to letters the Chair wrote over the course of the last seven months, following discussions with the Cabinet Member for Finance, Business and the Local Economy at the Committee's May 2013 meeting. These were accompanied by the covering letter attached at **Appendix B**. Details of the responses received and the original letters from the Chair are attached below.

Transformation – October 2012

4. At the Committee's meeting on 24 October 2012, Members considered the Council's approach to Transformation and an update on the Portfolio's savings for the 2012/13 financial year. A copy of the Chair's letter to Councillor Russell Goodway, Cabinet Member for Finance, Business and the Local Economy following the meeting is attached at **Appendix C**.

5. The response, which was received by Scrutiny Services on 17 May 2013, is attached at **Appendix D**. The Committee made a number of comments regarding the former Transformation Portfolio, noting the reduction in the consultants used to support Transformation projects; the prioritisation of the projects according to their savings potential; and the monitoring systems which had been put in place. The Committee also requested details of the 'Wave 2' projects, identifying which would continue and with which it had been decided it was inappropriate to continue. The Cabinet Member responded that he had not been convinced that the Transformation Portfolio approach was the correct one. The Cabinet is considering how to take forward a smaller, refocused number of projects. The requested information regarding Wave 2 projects was not provided, as the Cabinet review was ongoing at the time of writing.

6. The Committee may wish to consider whether it wishes to schedule a consideration of the successor to the Transformation Portfolio as part of its 2013/14 work programme. The Committee may also wish to scrutinise whether the 2012/13 target savings of £10.847 million have been achieved.

Callaghan Square Call-In – November 2012

7. In November 2012, the Cabinet's decision regarding the purchase of land at Callaghan Square, south of Cardiff Central train station, was 'called in'. This Committee considered the call-in in joint session with the Economy and Culture Scrutiny Committee. At the meeting the Cabinet Member for Finance Business and the Local Economy made reference to a letter from Welsh Government which mentioned a third party which was interested in purchasing the land. A copy of the Chair's letter (which has been previously presented to the Committee) requesting a

copy of this letter, is attached at **Appendix E**. The Cabinet Member responded in February 2013. A copy of his letter (which has also previously been presented to the Committee) is attached at **Appendix F**. As the letter was not provided with the response, the former Chair, Councillor Clark asked the Cabinet Member about this at the Committee's meeting on 15 May 2013. The Cabinet Member stated that the letter had accidentally been destroyed. Councillor Clark has since written to the Chief Executive requesting that a copy of the letter be obtained from Welsh Government.

8. In response, the Chief Executive wrote to Cllr Clark and explained that officers were making contact with the Minister's Office in order to obtain a copy of the letter. The Chief Executive gave the officers 14 days to achieve this and the Chief Executive would review on the 8 June 2013.
9. Further to this, the Chief Executive was present on the 29 May 2013 when Cllr Goodway asked the Minister to assist with this matter. The Chief Executive was also present when the Minister asked her staff to obtain a copy and send through as soon as possible.
10. The Chief Executive will report subsequently.

Draft Attendance and Wellbeing Policy – November 2012

11. In November 2012, the Committee considered the Draft Attendance and Wellbeing Policy. A copy of the Chair's letter is attached at **Appendix G**. The Committee's main recommendation was that the proposal to remove the payment of sick pay for the first three days of sickness absence should be dropped; Members queried why this proposal had been included in the draft Policy and commented that the publicity around the draft proposals would have caused great concern among members of staff. The Committee also endorsed a number of positive methods of managing sickness, including early referral to the Occupational Health Service, and recommended that the Cabinet include the stretching sickness absence targets included in the Committee's Managing Attendance inquiry report in the Corporate Plan for 2013-17. The Committee also stated that it would schedule an update on the implementation of the Policy at an appropriate point and requested a copy of

the Policy's Equality Impact Assessment. Further details can be found in the attached letter and the Correspondence Monitoring sheet.

12. The Committee received the response from the Cabinet Member for Finance Business and the Local Economy on 17 May 2013, dated 4 February 2013. It is attached at **Appendix H**. The response stated that the proposals around non-payment of sick pay had been developed with a small working group comprising service area and Schools representatives, during which some managers had expressed concern that non-payment proposals had not previously been progressed. With reference to the Committee's other points, the Cabinet Member informed the Committee that given current sickness levels it would have been difficult to endorse the stretching targets recommended by the Inquiry. The response did not answer the Committee's endorsement of the Employee Counselling Service or refer to the Committee's concern regarding the publicity surrounding the draft Proposals presented to Committee.
13. The revised Attendance and Wellbeing Policy was approved by the Cabinet in April 2013. The proposal to withdraw payment for the first three days of sickness had been removed, following the Committee's comments. The Cabinet report stated that the Equality Impact Assessment had recommended Policy should be monitored. The Corporate Plan for 2013-17 sets targets of 10 FTE days for 2013/14 and 9 FTE days for 2014/15.

Corporate Risk Register – January 2013

14. In January 2013, the Committee considered the Corporate Risk Register. A copy of the Chair's letter is attached at **Appendix I**. The Committee requested to consider the 'Opportunity Register' mentioned at the meeting and asked for a copy of the Marsh Welfare Reform report. The Committee also noted a number of risks for further scrutiny (including Information Management, which the Committee considered in March 2013). Finally, Members commented that there was insufficient synergy between the Risk Register and the Cabinet's quarterly performance reports.

15. The response from Councillor Huw Thomas, Cabinet Member for Sport, Leisure and Culture and Member Risk Champion, is attached at **Appendix J**. He stated that further work was ongoing by the Risk team in order to establish how opportunities can be better captured; and that the Marsh Welfare reform report would be made available once complete. This is being pursued with officers. The letter did not refer to the Committee's point regarding the linkages between the Risk Register and quarterly performance reports.

Budget Monitoring Month 6 – January 2013

16. In January 2013, the Committee also considered the 2012/13 Month 6 Budget Monitoring Report. A copy of the Chair's letter following the meeting is attached at **Appendix K**. The Committee requested an additional breakdown of income generation councilwide and made comments regarding the challenge in scrutinising budget reports given the time-lag in their presentation to Committee.
17. The response from Councillor Russell Goodway, including the income breakdown, is attached at **Appendix L**.

Information Management briefing – March 2013

18. In March 2013, the Committee was given a briefing on the Council's approach to Information Management. A copy of the Chair's letter following the meeting is attached at **Appendix M**. Members requested several pieces of further information as well as indicating the Committee was minded to schedule a more in-depth inquiry into the subject as part of its 2013/14 work programme.
19. The Leader's initial response is attached at **Appendix N**, with a more detailed response from the Head of Service – Scrutiny, Performance and Improvement attached at **Appendix O**. All requests for information were answered, with the exception of the request for the average cost of fulfilling an information request. The response explains that this information is not yet available and the Council is awaiting the results of a study by the Ministry of Justice in this regard. The Committee may like to make a further request for this information if it schedules an Information Management inquiry in 2013/14.

Non-Operational Property Review

20. In April 2013, officers briefed the Committee on early proposals for the rationalisation of the Council's non-operational estate. The Cabinet Member for Finance, Business and the Local Economy had been unable to attend the meeting. The Chair's letter to him is attached at **Appendix P**. Members requested that he return in the very near future with the draft Cabinet Report in order to allow comprehensive pre-decision scrutiny of any proposals put before the Cabinet in terms of any rationalisation of the Council's non-operational estate. Members also stated their concerns that there seemed to be no rationale or strategic vision behind the future management or disposal of the estate. They also emphasise the importance of non-financial considerations in any future plan for the estate, for example the potential social, community and economic advantages of the use of the estate.
21. The Cabinet response is attached at **Appendix Q**. The Cabinet Member for Finance, Business and the Local Economy notes the Committee's disappointment that he did not attend the meeting. He states that as the final draft of the Non-Operational Property Review had not been completed, it would have been unwise to put it in the public domain with Committee papers, but that it will address many of the Committee's concerns. He is confident that there is a clear rationale for the proposals under development, but in order to make this more explicit, he has asked officers to work with him to develop a section in the report to cover this. Finally, he states that he would reflect on the Committee's request to consider the final substantive report.

Commissioning and Procurement

22. In May 2013, the Committee considered the Council's approach to Commissioning and Procurement. A copy of the Chair's letter following the meeting is attached at **Appendix R**. A response is awaited.

Legal Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are

implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

24. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

The Committee is recommended to note the content of the letters attached to this report.

MIKE DAVIES

Head of Service

Scrutiny, Performance & Improvement

30 May 2013

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Comments/Information requested	Response date	Response	Further Action
04/07/2012	Internal Services Strategy & Technology Framework 2012-15	Committee: <ul style="list-style-type: none"> - Encouraged full collaboration in sharing ICT best practice - Recommended ICT procurement is addressed, as Council not achieving as low prices as could be expected - Recommended reconsideration of delegation of ICT budgets - Would look to schedule consideration of Council's website - Was concerned that objectives in strategy were not measurable - Stressed need for equality of access to information - Made comments regarding use of Cloud technology 	28/09/2012	Response: <ul style="list-style-type: none"> - Notes the Committee's recommendations - States that bids to be put forward in 2013/14 budget to address ICT - Comparative indicators are being investigated to ensure that the Strategy is measurable. <ul style="list-style-type: none"> - Website item has now been scheduled for June 2013 	None
04/07/2012	2011/12 Qtr 4 performance	Committee: <ul style="list-style-type: none"> - Commented that the Quarterly report should be made more accessible, avoiding acronyms - Was concerned that the links between Personal Performance and Development Reviews and wider performance management are not strong enough - Recommended greater use of trend analysis - Requested further information regarding sickness absence levels - Was concern that target setting is not clearly justified or sufficiently challenging - Noted a number of items for future scrutiny: information management, data protection and risk management training 	03/09/2012	Response stated that: <ul style="list-style-type: none"> - Performance report content and format is under review; Committee's comments have been noted - Comments regarding PPDRs have been passed to Corporate Chief Officer Shared Services. <ul style="list-style-type: none"> - Committee has since considered Information Management and the Council's Corporate Risk Register/risk methodology 	None
05/09/2012	Senior team model	Committee: <ul style="list-style-type: none"> - Was unconvinced by the evidence base for the change or that the proposed structure would result in improved services - Felt that the structure may increase silo working - Felt that full costs were not satisfactorily identified - Were concerned that the restructure would cause significant disruption. Recommended that it should be staggered. - Commented that a Director level Scrutiny/Member Support post was unnecessary 	N/A	- No formal response requested <ul style="list-style-type: none"> - A reviewed structure was approved by Cabinet. The Scrutiny and Member Services post was amended to a Monitoring Officer (Democratic Services) post. 	Committee may like to investigate any effects of the restructure when it considers other items in 2013/14
18/09/2012	Equal pay settlement/ Living Wage	Committee: <ul style="list-style-type: none"> - Was satisfied with approach to Equal Pay and Living Wage - Requested costs of legal advice in securing the Equal pay settlement 	10/12/2012	- Costs provided	None
24/10/2012	Welfare Reform	Committee: <ul style="list-style-type: none"> - Requested briefing paper on Council Tax benefit policy - Requested Council's response to Welsh Government consultation 	N/A	No formal response required, but briefing paper has been circulated by officers	- Copy of response to Welsh Government consultation needed

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Comments/Information requested	Response date	Response	Further Action
24/10/2012	Transformation	Committee: - Commented on the governance arrangements in place - Requested details regarding Wave 2 projects, identifying which were not proceeded with and why	05/12/2012 (received 17/05/2013)	Response: - Stated that Transformation has been abandoned. - Made comments regarding the consultants used on Transformation - Stated that there was strong ongoing governance of projects - Stated that the Cabinet is currently reviewing the Wave 2/ongoing projects. Activities will re-focus, prioritising a smaller number of projects, which will be owned at Service Area level.	- Committee may like to schedule a review of the successor to Transformation to be informed regarding the projects which will now be taken forward as this information has not been supplied - Committee may also like to consider the outturn position for those which were due to achieve savings in 2012/13
24/10/2012	Performance reporting	- Committee will consider development of its own Performance report	N/A	Not required	- A bespoke report is under development for Quarter 4 2012/13
16/11/2012	Callaghan Square	- Decision was not referred back - Committees requested a copy of the letter from the Welsh Government regarding interest of a third party to purchase the land to be released if possible.	20/02/2013	- Letter has not been made available. Cabinet Member informed the Committee that it has been accidentally destroyed	- Copy of Welsh Government letter has been requested.
28/11/2012	Draft Attendance & Wellbeing policy	Committee: - Recommended that the proposal to withdraw payment for the first 3 days of sickness should be withdrawn. The Committee queried why this was included in the proposals before them. - Was concerned that the proposals had been made public via Scrutiny and the media. Proposals should be handled more carefully in future. - Commended positive approaches e.g. preventative initiatives and Employee Counselling Service - Recommended that the targets included in the original inquiry report are included in the Corporate Plan - Requested an explanation of static sickness absence levels - Requested that Industrial accident levels should be made explicit in the monitoring of sickness - Recommended that a measure of flexibility should be retained in applying the policy - Requested further information regarding the Mutual Fund after January 2013, once Headteacher conferences have taken place - Recommended ongoing commitment to the Critical Illness Policy - Wish to monitor the training for managers in managing sickness absence - Will look to schedule an update to monitor the implementation of the Policy - Wish to see the Equality Impact Assessment of the Policy	04/02/2013 (received 17/05/2013)	Response: - Non-payment had been raised by officers on a working group set up to review the Policy. - Flexibly applying the Policy may have resulted in inconsistencies, and would have entailed new terms and conditions for staff - The targets recommended by the original Inquiry would be unlikely to be achieved, so the targets will be recalibrated based on current information - The Equality Impact Assessment needs to be reviewed once the draft Policy is finalised. This will be available to Members via CIS once complete - Mandatory e-learning will be rolled out for managers regarding sickness absence - The Mutual Fund information will be made available in early 2013 - The Critical Illness Policy will be maintained whilst being merged into the Attendance & Wellbeing Policy. Briefing attached - Flexibility in applying the Policy is possible as it relates to disability and pregnancy, but flexibility must be within a clear framework to ensure transparency - The statistics regarding sickness must be carefully analysed with regarding any static levels of sickness	- Mutual Fund information - Committee may like to consider the implementation of the Policy as well as its Equality Impact Assessment

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Comments/Information requested	Response date	Response	Further Action
28/11/2012	Connect 2 Cardiff	<p>Committee:</p> <ul style="list-style-type: none"> - Noted comments that the operation of C2C is part of a wider Customer Management Strategy to promote 'channel shift' for those contacting the Council, with the website as method of choice - Wishef to be kept informed regarding any expansion of the service - Recommended that the Council must avoid a 'two-tier' system which favours those with internet access - Queried whether C2C can be used to generate income - Requested a ward-by-ward breakdown of complaints 	22/01/2013	<p>Response:</p> <ul style="list-style-type: none"> - Customer Management Strategy will ensure that customer can use all methods to contact the Council, while promoting the website. It will also address 24/7 access - Requested information was supplied - Committee is considering the website in its June 2013 meeting 	None
28/11/2012	Draft Complaint policy	<p>Committee:</p> <ul style="list-style-type: none"> - Was content with draft Complaints Policy, but recommend that it is publicised as widely as possible - Recommended that the Policy should also incorporate compliments and comments - Noted that there are discrepancies in how service areas handle complaints and hope that these will be addressed 	22/01/2013	<p>Response:</p> <ul style="list-style-type: none"> - Policy will be publicised appropriately - Policy was renamed to include Comments and Compliments, but did not address these in depth 	Committee may like to follow up on service area handling of complaints
16/01/2013	Budget M6	<p>Committee:</p> <ul style="list-style-type: none"> - Requested a breakdown of income generation councilwide - Requested Information regarding overpayment of VAT on trade waste and landfill tax. - Noted the expectation that projected overspend will be corrected by end of the year - Noted that budget monitoring scrutiny is difficult to achieve given timescales 	26/02/2013 (received 17/05/2013)	<p>Response</p> <ul style="list-style-type: none"> - Breakdown of income generation provided - Information regarding VAT overpayment and Landfill provided - Monitoring position had improved at Month 8 	None
16/01/2013	2012/13 Qtr 2 performance	<p>Committee:</p> <ul style="list-style-type: none"> - Unsatisfied with information surrounding targets and with comparative data available - Was concern that the report does not link to the Corporate Risk Register; mitigating actions should be included in the performance reports - Recommended that trend analysis data should be included in with outturn report - Recommended that sickness by service area to be included in report - Welcomed CEx's offer to provide an update on the Performance & Information project, which is addressing how the Council manages performance - Will schedule a scrutiny of Information Management 	13/02/2013	<p>Response:</p> <ul style="list-style-type: none"> - The selection of indicators in the report will allow trend analysis over the lifetime of the Administration and the team is looking at what historic data is available - Questions around target setting should be addressed to relevant Chief Officers as it was considered inappropriate to include with the report - Outturn report will be published summer 2013 - Sickness absence data has been improved with Quarter 3 report - Committee received an Information Management briefing report in March 2013 and may schedule a further Inquiry 	Committee may schedule a further Inquiry into Information Management. Committee may also like to consider the Performance and Information Management project as part of its 2013/14 work programme

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Comments/Information requested	Response date	Response	Further Action
16/01/2013	Corporate Risk Register	Committee: <ul style="list-style-type: none"> - Requested a copy of the Marsh Welfare reform report - Requested scrutiny of the 'opportunity register' once this is put into practice - Recommended consideration of the links between the Risk Register and quarterly performance reporting - Noted the ICT risk and Info Governance. - Noted that the Risks should be reflected in the budget proposals 	14/05/2013	Response <ul style="list-style-type: none"> - Further work will be done with officers regarding capturing opportunities - The Marsh Welfare Reform report should have been available from February [on speaking to officers, this is not yet available] 	- Marsh Welfare reform report
20/02/2013	Corporate Plan 2013-17	Committee: <ul style="list-style-type: none"> - Welcomed structure of Corporate Plan but Committee was unsatisfied with links between the Plan and the What Matters Strategy - Was concerned that delivery of the Corporate Plan will be difficult to measure and that the milestones and targets included in it are inconsistent and ill-defined - Welcomed moves to include more comparative data - Was concerned that insufficient attention was paid to Ask Cardiff data in establishing priorities 	27/02/2013	Response: <ul style="list-style-type: none"> - Grateful for Committee's positive comments - Further document showing links between the Corporate Plan and What Matters supplied - Committee has been offered a bespoke performance report which could address its identified need for greater performance monitoring - Will reflect on comments regarding Ask Cardiff for next year 	Monitoring via performance reports
20/02/2013	Budget Proposals 2013/14	Committee: <ul style="list-style-type: none"> - Was concerned about the accessibility of the Budget Proposals and the potential confusion their wording may have caused in the public - Commented on the budget consultation process - Was concerned that Cabinet members made statements to the media which appeared to pre-empt the budget process - Was concerned that engagement with those affected - officers, third sector and public - had not been sufficiently robust - Requested improvement to information made available to Scrutiny - Will seek to better understand the assessment processes which budget proposals undergo 	27/02/2013	Response: <ul style="list-style-type: none"> - Will review how budget consultation is undertaken for next year - Will ensure robust engagement with those affected by proposals going forward - Administration has chosen to treat voluntary sector in a similar way to its own departments when asking for savings - Welcome Committee's desire to with officers to define the Committee's information requirements for next year and to understand budget setting better 	Committee may like to schedule a Budget Inquiry in its 2013/14 work programme
06/03/2013	Strategic Equality Plan annual review	- No further info requested Committee: <ul style="list-style-type: none"> - Noted the aim to mainstream equalities duties - Noted that 'inequality' can cover issues other than the protected characteristics (e.g. socio-economic inclusion) - Noted that the Equality Impact Assessment process is being embedded 	03/04/2013	Response <ul style="list-style-type: none"> - Noted comments regarding monitoring data. Had been some systems issues this year, but anticipate that these will be resolved 	Committee may like to consider the Equality Impact Assessment process or social inclusion as part of the 2013/14 work programme

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Comments/Information requested	Response date	Response	Further Action
06/03/2013	Information Management	<p>Committee:</p> <ul style="list-style-type: none"> - Noted that a Scrutiny Inquiry into Information Management would be welcomed and will aim to include in 2013/14 work programme - Requested a breakdown of source of information requests, types of request received, number of info requests which are in and outside timescales and average cost of fulfilling info requests 	03/04/2013 and 14/05/2013	<p>Response:</p> <ul style="list-style-type: none"> - An inquiry would very much be welcomed - Information was provided regarding sources and types of requests (the latter at a high level); the number outside the timescales and compliance rates - Average cost of dealing with a request is not yet available 	<p>Include average cost of fulfilling info request as part of Inquiry briefing material. The information will be available as part of national study by the Ministry of Justice, but has not yet been released to participants.</p>
17/04/2013	Non-Operational Property	<p>Committee:</p> <ul style="list-style-type: none"> - Made clear its disappointment that Cllr Goodway did not attend and that Committee did not have access to the full draft Cabinet report - Commented that there seems to be a lack of vision around the use of non-operational property - Recommended that the social and community benefits of the estate should be considered, as well as the financial benefits - Commented that the Review has featured on the Cabinet Forward Plan for months without being considered, making planning effective scrutiny difficult - Welcomed moves to monitor performance of the estate and to compare this to other cities - Stated that it wishes to consider the Draft Cabinet report in pre-decision. Prior to this, a strategic vision for the use of Non-Operational Property should be developed, as well as comparative performance indicators, a communications strategy for existing tenants, details of the asset management process and a statement regarding the non-financial value/benefits of the estate. 	17/05/2013	<p>Response:</p> <ul style="list-style-type: none"> - The Cabinet report will cover many of points raised, but officers have been asked to develop a specific section to set out the vision for the development of the estate. - A review of workshops is being undertaken and the two issues will be dealt with in one report. Timescale to be determined. - Cllr Goodway will reflect on the Committee's request to consider the report in pre-decision at the appropriate time 	<ul style="list-style-type: none"> - Committee may like to insist the report is included in the 2013/14 work programme - Timescale for report to return to Scrutiny to be determined. - When it returns, check whether points have been addressed
15/05/2013	Commissioning & Procurement	<p>Committee:</p> <ul style="list-style-type: none"> - Noted a number of anticipated improvements to the procurement process which should make it easier for suppliers - Were concerned that lotting strategies are not necessarily helping small suppliers - Noted that the team has good buy-in from current senior managers and hope that this will not be affected by senior management restructures - Emphasised the non-financial benefits which the Council's external spend can have - Recommended that a method of monitoring the Council's spend is devised and included with regular contract compliance monitoring - Sought to understand if local multiplier effect can be built into contracts, as well as community benefits issues - Requested breakdown of anticipated £8 million procurement savings - Will seek to include contract monitoring (re. quality) in 2013/14 work programme 		Not yet received	<p>Committee may like to consider contract monitoring or community benefits in procurement in 2013/14 work programme</p>

County Councillor Russell Goodway
Cabinet Member for Finance, Business & Local Economy



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My Ref: RG/PRAP

17 May 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
County Hall
CARDIFF CF10 4UW

Dear Elizabeth

OUTSTANDING CORRESPONDENCE

I refer to our discussion at the conclusion of the meeting of your Committee on Wednesday afternoon in connection with the matter of outstanding responses to correspondence from your Committee.

As I explained, with the exception of the most recent letter regarding the matter of the non-operational property review, I was not aware that there were any outstanding items in the system. However, for the avoidance of doubt I am enclosing copies of all responses which I have on my system since December 2012. Please let me know whether there are any other items which, according to your records, remain outstanding.

Yours ever
Russell
—

Please Reply To:

Cabinet Support Office, Room 529, County Hall, Cardiff CF10 4UW
Tel (029) 2087 2479

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My Ref: T: Scrutiny/PRAP/Com Papers/24 October 2012
Date: 12 November 2012

Councillor Russell Goodway
Cabinet Member Finance, Business & the Local Economy,
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Goodway,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE - TRANSFORMATION/EFFICIENCY PORTFOLIO

The Committee was pleased to welcome Andrew Kerr, Chief Operating Officer, to give an update on the Transformation/Efficiency programme on 24 October 2012. During discussion of the way forward the Members expressed the following observations and concerns and have asked that as Chair I relay them for your consideration.

Future Progress

The Committee has routinely received six monthly progress reports on the above portfolio of projects and noted that whereas previously consultants had been used to introduce change quickly, the number of consultants has been significantly reduced, there are likely to be adjustments to the programme; a move to embed change into the organisation and greater engagement with service areas. Members suggested it may be beneficial to look at the change programmes of other authorities.

Spend to Save

Throughout its engagement with the Transformation programme the Committee has often highlighted that potential savings may require some investment up front. Members noted that spend on Information Technology (IT) has been low to date. They also heard that spend to save is currently higher than would be expected as the programme progresses. The Committee were pleased that projects were resourced and prioritised according to their savings potential and there remains a commitment to identifying savings.

Monitoring

Members expressed an interest in how the projects are monitored, and are particularly interested in the service benefits from a customer service perspective. They were interested that in future there is to be a business plan for each project and that it would be useful to revisit projects in 4-5 year cycles.

Further information

The Committee requested more information in respect of the Wave 2 projects. They would like a clear list of Wave 2 projects which identified those it was felt inappropriate to proceed with and those that remain.

Members have also asked me to arrange for consideration of the category management approach to procurement on their work programme.

Please could you convey the Committee's thanks to the Chief Operating Officer for attending the Policy Review & Performance Scrutiny Committee. It has been much appreciated by myself and the Members of Committee. I look forward to your continued support in briefing the committee on this matter in a timely manner.

Yours sincerely



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

cc Andrew Kerr, Chief Operating Officer
Natalina Cottrill, Operational Manager, Transformation Management
Jo Watkins, Cabinet Office Manager

County Councillor Russell Goodway
Cabinet Member for Finance, Business & Local Economy

My Ref: CM23390
Your Ref: T: Scrutiny/PRAP/Com Papers/24 October 2012

5 December 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
County Hall
CARDIFF

CF10 4UW

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE TRANSFORMATION / EFFICIENCY PORTFOLIO

I refer to your letter dated 12 November 2012 in which you set out your Committee's comments and observations following the update on the so-called Transformation / Efficiency portfolio provided by Andrew Kerr, Chief Operating Officer, at your meeting on 24 October 2012.

You and your colleagues will be aware from previous public statements that I am not convinced that the Council's approach to so-called "transformation" has served the Council well. The employment of highly-paid management consultants, some earning as much as £1500 per day, with a 70 strong cast of "invisible assistants" has had a debilitating impact on the organisation. It is clear that the process has become detached from the mainstream council establishment with both officers and staff believing that "transformation" is something that is done to you rather than for you or with you and, as a result has singularly failed to assist our own staff to embed a culture of efficiency and cost awareness into day to day operations. That is why I announced earlier this year that the "transformation programme" has been abandoned.

As a result, I am attempting to refocus activities to bring about a significant shift in the way the council deals with these issues across service areas. I have been working with Cabinet colleagues in an attempt to prioritise a smaller number of projects which are more likely to generate the anticipated savings but which will also bring down the costs of delivery. In taking these matters forward we will always be open to ideas from other organisations, including other local authorities, which may be beneficial to Cardiff.

I agree with your observations in relation to the importance of monitoring these projects. My officials assure me that, as part of the governance arrangements in place for the portfolio and the subsequent programmes, progress toward delivery of the identified financial and non-financial benefits of each project is closely monitored, with each Programme falling under the direction of a 'Senior Responsible Officer' (SRO) who is part of the Senior Leadership Team.

/cont...

Please Reply To:

Cabinet Support Office, Room 529, County Hall, Cardiff CF10 4UW
Tel (029) 2087 2479

Councillor Elizabeth Clark

In response to the Committee's request for further information on the 'Wave 2' Projects, the Cabinet is currently reviewing the status and scope of a number of proposed projects which we hope to agree in due course. I am hoping that this phase will be undertaken within service areas, to ensure sufficient ownership at that level, leading to the centralised arrangements that I inherited being closed.

I trust that this will be of assistance to your Committee in its deliberations.

COPY

My Ref: T: Scrutiny/PRAP/Com Papers/Call-in 16 November/

Date: 6 December 2012

Councillor Russell Goodway
Cabinet Member - Finance, Business and the Local Economy
Cardiff Council
c/o Cabinet Support Office
Room 529
County Hall
Cardiff CF10 4UW



Dear Councillor Goodway

**POLICY REVIEW & PERFORMANCE and ECONOMY & CULTURE JOINT
SCRUTINY COMMITTEE - CALL IN OF THE CABINET DECISION REGARDING
LAND AT CALLAGHAN SQUARE, CAB/12/037, 16 NOVEMBER 2012**

On behalf of the Policy Review & Performance and Economy & Culture Scrutiny Committees, thank you for attending their meeting on Friday 16 October with a range of officers to assist the Committees in considering the Call-in made by Councillor Jayne Cowan on the above Cabinet Decision.

I am aware that some time has passed and that the Decision has now been overtaken by events, but wish to confirm that the Committee decided not to refer the decision back to the Cabinet. However, the Members agreed that I should write to you to outline the key observations, concerns and requests made by the Committee Members.

ISSUES DIRECTLY RELATING TO THE CALL-IN

The main purpose of the meeting was for Members to satisfy themselves that the evidence presented to the Joint Committee answered the concerns expressed by Councillor Cowan in her Call-in Request. In particular, that sufficient information was provided to make an informed decision on the merits of the Council acquiring the land in Callaghan Square, and that the purchase of the land is in the public interest.

During the meeting you informed the Committee that Cardiff Council needs to show strong leadership to deliver the vision in the draft Master Plan for the City Centre and potential Enterprise Zone that your officials are currently developing. You detailed previous instances of this approach, including the redevelopment of Cardiff Bay, the International Sports Village and St David's 2.

If the Council did not step in and purchase the land at Callaghan Square, Members noted your view that it could remain fallow for several years, preventing essential infrastructure development (including north-south and east-west road infrastructure and the possible development of a major office building, convention centre and indoor arena in the nearby environment).

The Committee was told that procuring the site could enable further regeneration of the City Centre and Cardiff Bay, and potentially resolve issues facing the Council in terms of its own office accommodation and head quartering needs. It could enable the Council to benefit from the extensive marketing of the Enterprise Zone to be undertaken by Welsh Government, and could even open up the prospect of Assisted Area Status being extended.

You advised that it was in the Council's interest for the Council to gain the developer's profit by purchasing this site, rather than allowing a third party to secure this profit. In response to questions about the funding implications, Members heard the Deputy Section 151 Officer confirm that the Council had the resource to purchase the land. You also said that the other interested parties, including Welsh Government and the current owners of the site, saw that the public interest lay in the Council taking ownership of the land.

In response to Member's questions about the appropriateness of purchasing this site before the Master Plan had been communicated and owned more widely across the Council's Membership, the Committee was told that that the publication of a Master Plan could lead to inflation of the value of land and property the Council might wish to procure, weakening the Council's negotiating position.

Member's noted the apparent divergence in view between the Council and the Welsh Government about the use and role of an Enterprise Zone. It was felt that there needs to be greater clarity given regarding the benefits of an Enterprise Zone in the Welsh context. For example, in England, apparently, there are additional Broadband facilities and potential for reduced business rates.

Members were told by the Deputy Monitoring Officer that the Council would only proceed to conclude the Heads of Terms agreement and purchase the land if the restrictions and encumbrances (including overage) could be removed from the title to the land, and if a preliminary contamination report (expected imminently) did not identify excessive potential remedial works to be undertaken.

Finally, Members were advised that the unauthorised leaking of commercially confidential information on yellow paper had seriously weakened the Council's negotiating hand, and while it may not prove fatal to the Council's ability to complete this land purchase in the proscribed timescale it would almost certainly cost the taxpayer an additional six or seven figure sum.

MATTERS IDENTIFIED FOR FUTURE CONSIDERATION AND SCRUTINY

Several Members made comments during the Way Forward around questions that, in their view, had not been fully answered during the meeting. Members felt that the following areas should be further considered and scrutinised as appropriate, in particular by members of the Economic and Culture Scrutiny Committee:

- What contingencies has the Council put in place to optimise the success of the Cardiff Enterprise Zone and the city's ongoing economic development if (for whatever reason) the Council does not prove successful in purchasing this land?

- Clarification regarding the use, role and benefits of an Enterprise Zone in the Welsh context.
- What might be the impact of the currently depressed office letting market on the Council's economic business plan? What additional costs might this incur?
- Some Members felt the detail on the Master Plan was insufficient and there needs to be more detail and clarity on the Master Plan
- What consideration has been given to the potentially negative economic impact on existing property resources that could be impacted by the developments you described - such as the Motorpoint Arena and St David's Hall?
- Provision of greater clarity on how the funding will be found for the other major projects identified during the meeting.
- Does the Council consider the purchase of other land is necessary? If so, what other associated pieces of land might the Council need to buy to fulfil its vision for the Enterprise Zone, and how might the funding required to purchase this land be found?
- The process for ensuring that scrutiny is kept closely engaged in each stage of the development of Cardiff's economic strategy.

REQUESTED INFORMATION

The Committee asked for details of the third party who wanted to buy the land. You referred at the meeting to a recent letter from Welsh Government detailing the interest of a third party in purchasing the land and potentially leading to the "economic sterilisation" of the area for years to come. This piece of information is what you were basing the premise of urgency upon in connection with buying the land. Members asked for this letter to be provided for their information, and you said that you would release it if possible. Please could you make the letter available to Members as soon as possible?

GOVERNANCE ISSUES

Members were clearly committed to Cardiff enjoying economic success and vitality. Members commented on the successful scrutiny undertaken during the planning of the new Cardiff City Football Club Stadium, where the Executive involved Economy & Culture Scrutiny Committee in an ongoing and rolling programme of scrutiny. Members noted the assurance you made to Councillor Craig Williams, Chair of Economy and Culture Scrutiny Committee, that the Cabinet would involve that Committee in a close, creative and collaborative manner on future economic projects. He will look forward to discussing the dynamics of how this can happen with you in the near future.

We were very concerned that both the Policy Review and Performance and Economic and Culture Scrutiny Committees were not alerted to the "Land at Callaghan Square" report before the paper was issued to the Cabinet for their consideration. This meant that the usual Scrutiny Protocols were not followed and there was no scope for pre-decision scrutiny of such an important item. I suspect, if the item had been on the Cabinet Forward Plan it is likely that it would have been classified as red. We welcomed your commitment to scrutiny at the call-in meeting, and were pleased to hear your assurance that such an event should not arise again.

The Council's Constitution clearly details the Forward Plan process, and we would like an assurance that - as soon as there is any serious consideration of an item coming to a future Cabinet Meeting (and at the very latest around the time of the Cabinet Agenda Conference) - officers place a reference to the item in the Cabinet's Forward Plan. I appreciate that Cabinet Members might be concerned about a sensitive matter being released into the public arena by reference to it in the Forward Plan, but there must be a way for you or officials to be able to manage this.

We note there have been a couple of occasions when a lack of advance warning of Cabinet papers has presented implications for effective scrutiny. Members shared a number of thoughts on how future problems like this could be avoided - for example, hearing items in a workshop forum in exceptional circumstances to overcome issues of commercial or legal confidentiality. These are all ideas that I and fellow Scrutiny Chairs welcome the opportunity to discuss with Councillor Joyce and Cabinet colleagues at our planned Cabinet and Scrutiny Interface meetings.

Thank you again for attending the Joint Committee meeting.

Yours sincerely

A handwritten signature in cursive script that reads "Elizabeth Clark".

COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

cc Neil Hanratty, Chief City Development Officer
Jo Watkins, Cabinet Office Manager

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref: CM23940

Date: 20th February 2013

Cllr Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
Atlantic Wharf
Cardiff Bay
CF10 4UW

Dear Elizabeth

**SCRUTINY COMMITTEE - CALL IN OF THE CABINET DECISION
REGARDING LAND AT CALLAGHAN SQUARE, CAB/12/037, 16 NOVEMBER
2012**

Thank you for your letter dated 6 December 2012 regarding the above matter. First of all I wish to apologise for the delay in responding to your letter.

As you may be aware many of the issues outlined in your letter have been overtaken by events. The Welsh Government has recently secured the Callaghan Square site and this will ensure this strategic site will be under public control and can be used to support the development of infrastructure essential to the success of the Enterprise Zone.

Our ambition is for Cardiff to lead economic recovery in Wales. Over the coming months the Council will publish a Green Paper which sets out the strategic issues facing Cardiff's economy and asks for views from key stakeholders on how the city should best lead and deliver economic growth and prosperity in Cardiff and the region. I will ensure that the Economy and Culture Scrutiny Committee's views are heard and contribute to this debate and, going forward, in relation to the specific issues you highlight in your letter.

Finally, the potential purchase of land at Callaghan Square was a fast-moving issue. It has highlighted that in certain circumstances it is sometimes difficult to align Council procedures with the timing of decisions required to take advantage of commercial opportunities. However, I am clear that this is the exception rather than the rule and I re-confirm my commitment to maximise the role of scrutiny as fully as possible as we move forward.

Yours sincerely

**Councillor Russell Goodway
Cabinet Member (Finance, Business & Local Economy)**

PLEASE REPLY TO: Cabinet Support Office, Room 529, County Hall,
Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2479 Fax (029) 2087 2599

My Ref: T:-Scrutiny/PRAP/Com Papers/Correspondence

Date: 29 November 2012

Councillor Russell Goodway
Cabinet Member, Finance, Business & Local Economy
Cardiff Council, County Hall
Cardiff. CF10 4UW



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

Dear Councillor Goodway,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 28th NOVEMBER – DRAFT ATTENDANCE & WELLBEING POLICY

Thank you for attending the Policy Review and Performance Scrutiny Committee on the 28 November 2012 to aid its scrutiny of the draft Attendance & Wellbeing Policy. The Committee welcomed your comments regarding the value which the Leader and the Cabinet places on engaging fully with Scrutiny in the development of Council policies, in particular where these affect Council staff. Members welcomed that you were attending the meeting very much to listen to their views. I have set out below the Committee's concerns and observations for consideration as you prepare for the Cabinet meeting on 6th December.

Firstly, the Committee has asked me to make clear Members' unanimous opposition to the proposal to withdraw pay for the first three days of any sickness absence. Members feel that such a course would unfairly penalise genuinely ill staff and in particular would affect our lowest-paid officers. Members remain unconvinced by the evidence available to support the implementation of such a suggestion. They noted that only a very small number of English local authorities have put this in place and that no supporting data was provided to prove that this had resulted in lower levels of sickness absence. Furthermore, while the Committee notes that some private sector organisations have followed such a policy, Members would question whether this is necessarily an example which the Council would wish to emulate.

The Committee noted your statement that you did not feel it would have been appropriate to remove the option of non-payment from the proposals prior to their consideration by Scrutiny and that there was support for this course from some officers. However, as the Managing Attendance inquiry recommended that the *option* to remove sick pay for the first three days should be available for line managers where other measures had not been successful, and only on the authority of the Chief Executive, Members would like clarification as to how this was developed into a proposal for removal of payment in all cases.

Members were also concerned that Council employees may have become aware of this proposal via media reports following the publication of committee papers and the accompanying draft policy, feeling that this would have caused great concern among members of staff. The Committee would ask you and officers to ensure that in future there is a sensitive communication plan in place around proposals of a similar nature, making it clear to staff when matters are still under consultation rather than firm Cabinet intentions.



The Committee welcomed that regard had been made to the September 2011 'Managing Attendance' task and finish report of the Policy Review and Performance Scrutiny Committee report. Rather than comment on each specific element of the current draft policy under consultation, the Committee wishes to highlight the following areas:

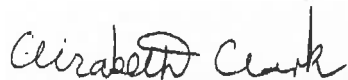
- Members would like to commend the more positive approaches contained within the draft Policy, particularly in terms of earlier referral to the Occupational Health Service; the increase in preventative initiatives; and work around mental health issues. The Committee would in particular like to lend its support to the comment from Trade Union colleagues that the Employee Counselling Service should be extended if possible, and would hope that this will be considered as part of the Cabinet's budget proposals.
- Members welcomed your openness to communicating our recommendations to the Cabinet in terms of future targets for the reduction of sickness absence levels. We would therefore wish to endorse the recommendation of the Managing Attendance inquiry that a target of 9 days should be set for 2013/14 and a target of 8.5 days for 2014/15. We hope to see this reflected in the draft Corporate Plan when we consider it in February.
- The Committee also noted the query from Trade Union colleagues as to whether the draft Policy had undergone Equality Impact Assessment. The Committee would be interested to receive the results of any Assessment undertaken, so that Members can monitor any differential impact.
- The Committee notes that the Corporate Chief Officer for Shared Services feels there is sufficient capacity to bring forward case conferences as outlined in the draft Policy and will keep a watching brief on this aspect.
- The Committee wish to monitor the effectiveness and implementation of the training which is available for line managers on the sickness absence policy.
- The Committee requests further information regarding the Mutual Fund, once headteacher conferences have taken place in January 2013.
- Members asked that the sickness figures clearly identify absence which is due to industrial injury.
- Members asked that the current commitment to the critical illness policy be maintained and fully implemented.
- Members asked for flexibility and discretion to be applied in the implementation of the policy if particular circumstances merited it.
- Members asked for an explanation of why the overall sickness absence levels seemed to have remained static despite long term absences reducing.
- One member of the Committee was not convinced by the evidence base which is available in terms of comparative sickness data, across other local

authorities and similar employment sectors, and wished this concern to be voiced.

- The Committee wishes to closely observe the implementation of the Policy and will look to schedule this into its work programme for 2013/14. Members will pay particular attention to the effectiveness of any changes in triggers/stages at this juncture.

I would be grateful if you would ensure that the Committee's comments are considered prior to the presentation of the draft Attendance & Wellbeing Policy by the Cabinet on 6th December, in particular the Committee's recommendation that non-payment for the first three days of sickness absence should be removed from the proposals.

Yours sincerely,



**COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Philip Lenz, Corporate Chief Officer (Shared)
Lynne David, Centre of Expertise Manager,
Sarah Maunder, Operational Manager, HR People Services
Ken Daniels, GMB.
Angie Shiels, GMB
Lynn Landeg, Unison
Jackie Parsons, Unison
Mike Formosa, Unite
Anna Freeman, Director of Employment, WLGA
Jo Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

County Councillor Russell Goodway
Cabinet Member for Finance, Business & Local Economy

My Ref: CM23518
Your Ref: T: Scrutiny/PRAP/Com Papers/
Correspondence

4 February 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
County Hall
CARDIFF CF10 4UW

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE: 28 NOVEMBER 2012
DRAFT ATTENDANCE & WELLBEING POLICY

Thank you for inviting us to attend the Policy Review and Performance Scrutiny Committee on 28 November 2012. As PRAP is a key stakeholder group, it is important that their views are sought and having considered your letter of 29 November, please see my comments below. You will be aware that in order to reflect on the consultation comments received, I initially deferred consideration of the Attendance and Wellbeing Policy to January's Cabinet and it will now be presented to Cabinet on 14 February 2013. It is my intention to attach to the covering report your letter of 29 November and my response to it.

1. Clarification as to how non payment for 3 days became a proposal for removal of payment in all cases.

In the Scrutiny Report R5 was 'where managers consider the sickness absence policy is failing to have an impact or being abused, they should be able to seek authority from the Chief Executive to apply flexibility to take action to ensure targets are met..... such action could include..... (c) implementation of no pay for the first three days of sickness...'

Whilst parts of R5 were agreed, the specific recommendation (c) was not accepted in the Executive Report of 16th February 2012. The current review of the policy was initially considered by a small working group comprising representatives from Service Areas and Schools and during the meetings some managers raised concerns that this recommendation had not gone forward at that time. Some had previous experience of the "non payment for sickness" approach being introduced some years ago as part of CCT/ Efficiency changes in pockets within the Council, e.g. the cleaning function and this had proven to be effective as that time. There were also concerns that high levels of sickness absence were not only an issue for cost of agency cover but also additional workload of the employees who are in work and an increase in the workload of managers to stay on top of proactively managing sickness.

/cont...

Please Reply To:

Cabinet Support Office, Room 529, County Hall, Cardiff CF10 4UW
Tel (029) 2087 2479

The proposal (c) under Scrutiny R5 to have non payment for 3 days only in certain cases could have led to inequalities and inconsistencies in approach which have been a criticism of management in dealing with absence cases. This change also would have meant either a collective agreement or dismissal and reengagement of staff the same as a blanket removal if applied to all staff.

2. Endorse recommendation for target of 9 days absence for 2013/14 and 8.5 days for 2014/15.

We have always acknowledged the importance of setting challenging targets for the Council and managers in relation to tackling sickness absence. At the time the Executive responded to Scrutiny's recommendations in early 2012, it was acknowledged that the targets of 9 and the 8.5 days were very challenging and were significantly below current and previous levels of sickness. Our outturn for 2011/12 was 11.49 days against a target of 10.88 days. Whilst our stretching target for 2012/13 is 10 days per employee, based on quarter 1 and 2 data (with typically the worst winter months to come), the forecast is that the Council could achieve a projected outturn of 12.18 days per employee. Once agreed by Cabinet, the proposed changes to the policy would not take effect until 1st April 2013.

Consequently, based on sickness levels to date, it is difficult at this point to endorse that a target of 9 days in 2013/14 is either realistic or achievable. Therefore, whilst the request of Scrutiny to take on board these objectives has been considered it is recommended to recalibrate the targets based on the current information. The recommended targets are 10 days for 2013/14 and 9 days for 2014/15. This will enable the changes to the policy to be implemented.

3. Results of any Equality Impact Assessment

As confirmed at the Scrutiny meeting last week, a draft EIA has been undertaken but would need to be reviewed once a final version of the updated policy has been agreed. This EIA once finalised will be published on the CIS as per requirements and can be sent to members.

4. Committee wish to monitor effectiveness and implementation of training for line managers on sickness absence.

It is proposed to roll out mandatory modular e-learning for managers. We propose to track which managers have accessed this and will be able to provide information about numbers being trained. In terms of monitoring the effectiveness then we would hope to see a reduction in for example the number of return to work interviews and trigger point interviews missed and a subsequent decrease in the Council's overall sickness absence rate. This information can be made available to Scrutiny in line with the Quarterly Performance Reports

5. Further information regarding Mutual Fund once head teacher conferences have taken place in January 2013.

Further information will be available on the agreed changes to the Mutual Fund following the decisions taken at head teacher conferences in early 2013.

/cont...

6. Sickness figures to clearly identify absence which is due to industrial injury.

	2011/12	2/13 (Q2)
Total FTE days lost	137,662	60,612
FTE days lost per person	11.49	5.15
FTE days lost to Industrial Injury	1,751	826
Revised FTE days lost per person	11.34	5.08
Forecast for 2012/13		12.01

Further information has been provided to breakdown the sickness figures into industrial accidents. In the new DigiGov process for inputting absence it has to be categorised as: normal sickness; industrial accidents; occupational ill health; and Equality Act related absences and therefore in future further information on the breakdown of absences will be available.

7. Critical illness policy to be maintained and fully implemented.

The Critical Illness Policy is to be fully maintained whilst being incorporated into the overall Attendance and Wellbeing Policy. A separate note on this has been prepared - See Appendix 1.

8. Flexibility and discretion to be applied in the implementation of the policy if particular circumstances merited it.

Within both the existing and revised policy there is clear flexibility to deal with cases of absence that are related to disability, both in the short and long term absence processes. There is also the discounting of pregnancy related absences for short term triggers. Whilst we fully support these flexibilities, criticisms from trade unions and managers have been made regarding inconsistency in application across service areas. Consequently, the flexibilities in the revised policy are set within the context of a clearer framework which will aid both transparency of action and consistency of approach.

9. An explanation of why the overall sickness absence levels seemed to have remained static despite long term absences reducing.

Calculating the overall sickness levels takes into account a number of factors. The last 2 years has shown the overall FTE days lost as remaining fairly static. However, the actual total sickness days lost in the Council reduced by just over 4,000 days, but the Council's staff figure also reduced by 400 making the overall sickness figure similar to the previous year.

It is difficult to look at one aspect of the sickness in isolation as the figures are affected by long and short term sickness and the numbers of staff which all impact the end of year figure. This is especially the case as in recent years the staff reductions have happened in the last quarter results.

/cont...

10. Concern about evidence based comparisons on sickness absence

Whilst we understand the challenges of comparing both within local government and across sectors and the variables therein, all Welsh Council's are required to report annually to the Welsh Local Government Association on their sickness levels. We endeavour to undertake comparisons with other organisations and sectors where and as best we can in order that we have some indication of our comparative performance. There are limited reports available which have broken down absence by service types within Local Government but we access these where possible. One such report was undertaken by the HSE into waste and recycling services. Also the public sector summary of the Absence Management Survey 2012 undertaken by the CIPD.

I trust that you find this response useful.

Enc: Appendix 1 - Briefing on Critical Illness

COPY

Appendix 1

Briefing on Critical Illness

The Council currently has in place a Critical Illness Policy which is being incorporated into the proposed Attendance and Wellbeing Policy.

Definition

The policy broadly defines critical illness as 'a life limiting and/ or life threatening condition as diagnosed by a GP and/ or professional health specialist that may or may not require a course of treatment'. An employee with a critical illness would be covered by the disability provisions of the Equality Act and therefore we have an obligation to make reasonable adjustments.

Guidance on Critical Illness

A key principle is that advice from OH should be sought at the earliest opportunity. This is to look at the support that can be provided to the individual and any reasonable adjustments that may be necessary. Some examples of the reasonable adjustments are changes to the physical work environment, allowing flexible working and relaxing of triggers for short term absence. Where an employee is undergoing treatment there is also paid leave under the special leave scheme for any medical appointments that they have.

Suggestions for managers in terms of supporting employees with critical illness include:

- Reduced and/ or more flexible working arrangements
- Temporarily reassigning duties to others, if feasible
- Encouraging employee to take short breaks every now and again to rest
- Allowing home working, if feasible
- Agreeing phased return to work
- Link in with Access to Work for additional support
- Consider refresher training and ensure regular review meetings after long periods of absence

Both the process for short term and long term absence make reference to reasonable adjustments. Therefore, an employee with a critical illness would have this applied to them whether they remain in work and suffer higher instances of short term absence or they are absent on a long term basis.

Where an employee is on long term absence due to a critical illness the options available to them would be discussed with them by HR People Services and OH. This discussion would take place at least before the end of their occupational sick pay. In most cases the employee can be considered for ill health retirement. However, there are instances where it is beneficial for the employee to remain in service and we would support this.

Statistics

From **31st March 2011 to 18th October 2012** we have had 113 dismissals on the basis of either short term or long term absence. The category of critical illness is not recorded on the system but by looking at the reasons for absence there appears to be 6 absences which could be covered by this: 2 absences for Cancer; 1 for Chemotherapy; 1 for Stroke; 1 for Heart Disorder and; 1 for Angina. Although these show in the statistics for dismissal these were all granted ill health retirement.

This information does not back up the assertion by the trade unions that we are dismissing employees with a critical illness.

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

Date: 24 January 2013

Councillor Huw Thomas
Cabinet Member, Sport, Leisure and Culture
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Dear Councillor Thomas,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 16th JANUARY CORPORATE RISK REGISTER

Thank you for attending the Policy Review and Performance Scrutiny Committee on the 16 January 2013 to present the Corporate Risk Register to the Committee. Please also pass on the Committee's thanks to your officers for their highly informative and clear presentation; Members found it a very useful explanation of the Council's risk management methodology. The Committee also found the Risk Register itself valuable in starting to identify future issues for the Committee to include in its 2013/14 work programme.

The Committee considered that the system of regular reporting to both senior managers and the Cabinet will help to ensure that appropriate mitigating actions are taken.

Members were also interested to hear about your idea of creating an 'opportunity register' to sit alongside the risk register, in order to record potential initiatives for the Council to pursue. Whilst we understand that this is very much conceptual at this stage, we would ask to consider this in more depth if it is developed further.

Members have asked me to relay a number of specific points regarding the risks noted on the register, which are set out below:

- While the Committee is glad that the potential impact of Welfare Reform is highlighted in the Register, Members are concerned that this entry does not fully reflect the impact which this area may have on elected Members themselves. We would ask that consideration of additional mitigating actions: further training for Members; and an exploration of other measures (for example indemnity insurance) to protect Members when they are asked for advice by their constituents;
- Committee members request a copy of the final report produced by the Council's risk partner, Marsh Risk Consulting, into the risks associated with Welfare Reform as soon as this becomes available;
- Members note that the Council's ICT platforms being unsuitable or outdated continues to pose a high risk. The Committee noted the Corporate Chief Officer – Corporate Services' comment that funding was built into the 2012/13




budget as part of an intended three-year programme to refresh the Council's systems. The Committee will bear this in mind when scrutinising the new Administration's draft budget proposals for 2013/14 at its February meeting, to see if this risk continues to be addressed;

- Similarly the Committee will take into account whether the other corporate risks are reflected within the budget proposals;
- The Committee notes that Information Governance is considered to be a high priority risk and that a review of the Council's Record Management policy is mentioned as a proposed improvement action. The Committee will seek to receive a briefing paper on information management at its April meeting, with a view to possibly developing this into a deeper task and finish inquiry.

Finally, during a separate agenda item, Members considered the quarterly Cabinet Delivery and Performance report and were concerned that there was insufficient synergy between this and the Risk Register. I will be communicating this concern separately to the Leader in the hope that this can be addressed in future Cabinet reports. For example, there was no mention of the red risks listed in the Risk Register in the 2012/13 Delivery and Performance Monitoring report for quarter 2.

My thanks again for having attending this meeting. I would be grateful if you would ensure that officers work with the Committee's Principal Scrutiny Officer to provide information where it has been requested.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Christine Salter, Corporate Chief Officer – Corporate Services
Derek King, Risk & Audit Manager
Mike Davies – Head of Service, Scrutiny, Performance and Improvement
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref: CM23760
Your Ref: T: Scrutiny/PRAP/Com Papers/
Correspondence

Date: 13 May 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
Atlantic Wharf
Cardiff Bay
CF10 4UW

Dear Councillor Clark

**Policy Review & Performance Scrutiny Committee - 16 January 2013 -
Corporate Risk Register**

Thank you for your letter dated 24 January 2013, please forgive the delay in my response. I am pleased you found the presentation informative and that you intend to use the Corporate Risk Register as one of the tools to identify future issues for the Committee to include in its 2013/14 work programme.

I detail a response to each of the specific points raised in the Committee letter as follows:

Opportunity Register

The Risk Management Policy, Strategy and Methodology encourages Officers and Members to raise risks which are not only threats to the organisation but also opportunities. Further work will be undertaken by the risk team to consider how opportunities can be better captured.

Welfare Reform

A number of briefings on the Welfare Reform changes for Members have been held. These briefings are intended to give a broad awareness of the changes. Observations from Members regarding further mitigation will be forwarded to the appropriate risk owner for her to consider at the next review.

The work undertaken by Marsh is scheduled to be finalised in February. Once finalised a copy will be made available for the Committee.

ICT Platforms

The Medium Term Financial Plan commitments are going to be taken forward subject to Council approval which will give reassurance to the Committee that the risk is being managed and continually reviewed.

PLEASE REPLY TO: Cabinet Support Office, Room 529, County Hall,
Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2479



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000



Information Governance

The issues around Information Management and the associated briefing is being dealt with by the appropriate officers and a letter is being sent to the Leader in respect of this matter.

I hope the above responses answer your specific points, my thanks again for considering the Corporate Risk Register. I will ensure that officers continue to work with me to address the specific points raised.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Huw Thomas', written in a cursive style.

**COUNCILLOR HUW THOMAS
CABINET MEMBER (SPORT, LEISURE & CULTURE)**

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

Date: 24 January 2013

Christine Salter
Corporate Chief Officer – Corporate Services
Cardiff Council, County Hall
Cardiff
CF10 4UW



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

Neuadd y Sir
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Dear Christine,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 16th JANUARY 2012/13 BUDGET MONITORING MONTH 6

Thank you for attending the Policy Review and Performance Scrutiny Committee on the 16 January 2013 to present the Month 6 budget monitoring information to the Committee. It provided a useful precursor to next month's scrutiny of the draft budget proposals. As the Month 8 budget report is due to be presented to the Cabinet's February meeting, Members have agreed that they will receive a copy of this with their February committee papers, to provide further and timely background information for the budget scrutiny.

Members have asked me to relay some specific points regarding the monitoring information, which are set out below:

- The Committee has requested an additional breakdown of income generated across service areas, so were grateful for your offer to provide this. We are content to receive this via email;
- The Committee notes your comment that the funds received by the Council in relation to overpayment of VAT on trade waste have not yet been allocated. Members would like further information regarding this and landfill tax in order to allow a comparison with the same point in 2011/12;
- Members noted your comment that you would anticipate that the projected overspend of c. £0.9m will have improved when the next monitoring report is published. They also noted that officers have been asked to cut back on 'non-essential' spend in order ameliorate the situation;
- Members noted that it can be a challenge to effectively scrutinise budget monitoring reports due to the time-lags in the reporting cycle. They also urged that action be taken to ensure that service areas plan budgets effectively to avoid variances as far as possible.



Thank you again for having attending this meeting. Please could you provide the Committee's Principal Scrutiny Officer with the requested information.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Councillor Russell Goodway, Cabinet Member, Finance, Business & Local Economy
Allan Evans, Operational Manager Service Accountancy
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

County Councillor Russell Goodway
Cabinet Member for Finance, Business & Local Economy

My Ref: CM23759
Your Ref: T: Scrutiny/PRAP/Comm
Papers/ Correspondence

26 February 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
County Hall
CARDIFF CF10 4UW

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE : 16 JANUARY 2013
BUDGET MONITORING MONTH 6

I refer to your letter dated 24 January 2013 addressed to Christine Salter who attended your Committee on 16 January 2013 on my behalf to assist in your consideration of the above matter. I am pleased to respond to the following issues which you raised in your letter:

- The additional breakdown of income generated across service areas, which you requested in your letter, is attached. The spreadsheet shows a breakdown of the budgets for fees and charges and sales in 2012/13.
- The position with regard to VAT on trade waste indicated a recovery of £2,168,000 at month six. This was based on confirmation of successful appeals from HM Revenue and Customs (HMRC). The report also noted a further recovery of £1,515,000 in relation to Landfill Tax. In both cases the Council has been supported in the appeals process by Price Waterhouse Coopers (PWC) for whom payments of £208,000 are estimated. Both these claims relate to prior years and date back over a significant period. For that reason a significant proportion of the sums recovered reflect the payment of interest due over that period. The report indicated that further sums may be received as the year progressed and this is reflected in the Month Eight Monitoring Report where the estimated recovery of sums relating to Landfill Tax has increased to £1,560,000. The other figures remain the same.
- With regard to a comparison with the same point in 2011/12, no confirmation of any recovery had been made at that point. However, the Outturn Report which was presented to Cabinet on 12 July 2012 noted that a sum of £3,635,000 had recently been received from the HMRC in relation to a number of backdated claims relating to trade waste. This included interest payable by the HMRC and also reflected the fees payable to PWC. The report noted that further sums were anticipated in 2012/13. The £3,635,000 was accounted for in the Summary Revenue Account and enabled funding to be set aside to meet the future cost of outstanding valid equal pay claims.

/cont...

Please Reply To:

Cabinet Support Office, Room 529, County Hall, Cardiff CF10 4UW
Tel (029) 2087 2479

Councillor Elizabeth Clark

- As anticipated, the overall monitoring position has improved at month eight and now shows a projected saving of £163,000, an improvement of £1.1 million compared to the position at month six. There has been some reduction to service area overspends together with an increase in the projected surplus on Council Tax however the main reason for the revised position is the recent confirmation by the Welsh Government that the Council will receive its full allocation of Outcome Agreement Grant funding providing additional income of £812,000.
- All service areas are encouraged to plan their budgets effectively and to make any necessary adjustments as part of the budget process for the forthcoming year, however with the range and complexity of the services provided by the Council a certain level of variance is inevitable. These will be identified early in the monitoring process in order to allow time for any required management action.

Enc. Breakdown of the budgets for fees and charges and sales in 2012/13

Service Area	Fees & Charges	Sales	Total
Adult Services	-4,160,330	-329,920	-4,490,250
Children's Services	-42,100		-42,100
City Development	-2,927,760	-3,000	-2,930,760
City Management	-19,557,710	-3,799,730	-23,357,440
City Services	-3,831,590	-2,286,130	-6,117,720
Communities	-12,190,800	-1,376,240	-13,567,040
Corporate Management	-68,930		-68,930
Corporate Services	-2,242,250	-643,010	-2,885,260
Education	-6,822,460	-5,352,580	-12,175,040
Shared Services	-1,158,070	-1,500	-1,159,570
	-53,002,000	-13,792,110	-66,794,110
Other Areas:			
Harbour Authority	-650,000		-650,000
Housing Revenue Account	-379,720		-379,720
	-1,029,720	0	-1,029,720

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

Date: 12 March 2013

Councillor Heather Joyce
Leader, 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 Councillor Joyce,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 6th MARCH 2013 INFORMATION MANAGEMENT BRIEFING

Thank you very much for attending the Policy Review and Performance Scrutiny Committee on the 6th March 2013 to brief the Committee on the Council's management of information; Members found it a very instructive session. Members were informed about the potential financial and reputational risks to the Council if information requests are not handled correctly. They also heard about the current capacity issues in the Improvement and Information team, as well as the need to review the Council's physical records storage in terms of both central and service-area based stores.

The Committee noted that information regarding information requests is being built into the quarterly Cabinet Delivery and Performance reports. We will aim to build similar information into the Committee's own monitoring reports.

The Committee is also interested in information as an asset – in other words how it is presented to and used by managers, in terms of both budget and performance information. We will also consider whether to include this subject in our work programme for the coming year.

We noted comments from you and officers that further input from the Committee in terms of a more in-depth inquiry would be welcomed. Given some of the issues highlighted above, we will consider undertaking an inquiry at the earliest opportunity in the next municipal year, subject to full Committee agreement of the 2013/14 work programme.

There were a number of points about which Members asked for further information:

- A breakdown of the source of information requests received by the Council (for example whether they come from a private individual, Member, or media organisation);
- The types of requests received (e.g. Subject Access Requests/Freedom of Information/Environmental Information Requests; to which service area they are directed, and which subject matter they cover);
- Number of information requests which are within or outside the required timescales for response;



- The average cost of fulfilling an information request, once this has been determined. Given officers' comments that the highest and lowest costs can be quite divergent, we would also be interested to have that information;

Thank you again for having attending the meeting. I would be grateful if you would ensure that officers work with Scrutiny Services to help ensure that Members receive the information requested above in good time.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Mike Davies, Head of Service - Scrutiny Performance and Improvement
Vivienne Pearson, Operational Manager, Improvement and Information
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review and Performance Scrutiny Committee

**LEADER'S OFFICE
SWYDDFA'R ARWEINYDD**



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My Ref / Fy Nghyf: CM24103

Your Ref / Eich Cyf:

Date / Dyddiad: 14th March 2013

Councillor Elizabeth Clarke
Chair Policy Review & Performance Scrutiny Committee
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Dear / Annwyl Elizabeth

**Policy Review and Performance Scrutiny Committee 6th March 2013
Information Management Briefing**

Thank you for your letter dated 12th March 2013, and for your helpful and constructive comments set out therein.

I am pleased to hear that the Committee is considering undertaking an inquiry into the important area of "Information Management" as, as was made clear at the meeting, I believe that this is an area that could benefit from Scrutiny consideration and involvement.

With regards to the requests for further information set out in your letter, I have asked Mike Davies (Head of Scrutiny, Performance & Improvement) to provide you with this information as soon as practicable.

Yours sincerely,
Yn gywir,

**COUNCILLOR / CYNGHORYDD HEATHER JOYCE
LEADER OF CARDIFF COUNCIL
ARWEINYDD CYNGOR CAERDYDD**

PLEASE REPLY TO / ATEBWCH I:

Leader's Office, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2500 Fax (029) 2087 2599

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Your reference: CM24103

Date 14th May 2013

Councillor Elizabeth Clark
Chair of the Policy Review & Performance Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Clark,

Information Management

Further to your letter to the Leader dated 12th March 2013, and Councillor Joyce's subsequent reply dated 14th March, please find attached a briefing paper which sets out further information, as requested, on a number of points related to the Information Management function. I apologise for the delay in supplying this additional information.

Information regarding the average cost of processing an information request is currently not available. As explained at the meeting on 6th March 2013 information requests range significantly in detail. As an Authority, we did participate in a Ministry of Justice exercise, during 2012/13, where one of the outcomes was to work up an 'average' cost of processing such requests. Unfortunately however, this information has not yet been released to participants.

As highlighted in the presentation and subsequent discussion at the Policy Review & Performance Scrutiny Committee on 6th March 2013, Information Governance is a broad area of work and one which has great significance for the Council as a whole. I therefore take this opportunity to reiterate the words of the Leader, Councillor Heather Joyce, in her letter to you on 14th March 2013 in terms of welcoming your Committee's consideration and involvement in taking forward this agenda.

In the meantime if you have any queries relating to the information contained in the attached briefing note please do not hesitate to contact either Vivienne Pearson, Operational Manager for Improvement and Information, or myself.

Yours sincerely,



MIKE DAVIES
HEAD OF SCRUTINY, PERFORMANCE AND IMPROVEMENT

Cc: All Members of the Policy Review & Performance Scrutiny Committee
Kate Ward, Principal Scrutiny Officer
Vivienne Pearson, Operational Manager, Improvement and Information

Information for Policy Review & Performance Scrutiny Committee
Information Management –Information Request Service

At its meeting on 6th March 2013, the Policy Review & Performance Scrutiny Committee requested further information on the following points:

1. The types of requests received e.g. subject access, FOI, EIR, and to which service area they were directed, and which subject matter they cover
2. Number of information requests which are within or outside of the required timescales for response
3. A breakdown of the source of requests received by the Council (e.g. whether they come from a private individual, Member, or media organisation)

The Committee also requested information relating to the average cost of fulfilling an information request but, as explained in the covering letter to this note, this information is not currently available.

1. Types of requests received (e.g. subject access, FOI, EIR), to which service area they were directed; and which subject matter they cover.

Information requests under the Freedom of Information Act, Environmental Information Regulations and the Data Protection Act are managed by the Improvement and Information Team. As can be seen in the table below, the number of Information requests has grown each year.

	2008/09	2009/10	2010/11	2011/12	2012/13
Quarter 1	N/A	N/A	197	433	353
Quarter 2	N/A	N/A	268	354	369
Quarter 3	N/A	N/A	310	314	372
Quarter 4	N/A	N/A	440	347	512
Total	691	1051	1215	1448	1606

Since the beginning of Quarter 3 2012/13 records have been kept to establish the volume of requests by service area. The following table provides the figure for the last two quarters of the 2012/13 financial year.

Service Area	Quarter 3		Quarter 4	
	Requests	%	Requests	%
Finance and Procurement	55	15.99%	74	16.02%
Adult Services	11	3.20%	14	3.03%
Children Services	13	3.78%	15	3.25%
Consumer Affairs	35	10.17%	34	7.36%
Council Property	3	0.87%	6	1.30%
Crematoria and Cemeteries	14	4.07%	5	1.08%
Democracy	22	6.40%	26	5.63%
Education and Skills	24	6.98%	20	4.33%
Emergencies	1	0.29%	0	0.00%
Housing	13	3.78%	38	8.23%
Human Resources	30	8.72%	69	14.94%
ICT	8	2.33%	10	2.16%
Improvement & Information	4	1.16%	16	3.46%
Legal Services	3	0.87%	5	1.08%
Leisure and Culture	9	2.62%	15	3.25%
Planning and Environmental Protection	13	3.78%	18	3.90%
Registration and Coroners	9	2.62%	8	1.73%
Risk Management and Insurance	0	0.00%	0	0.00%
Transport	63	18.31%	84	18.18%
Waste Management	14	4.07%	5	1.08%
TOTAL (ex SARs)	344	100%	462	100%

Currently the Council does not have the technology available to support a sophisticated analysis which would provide the subject matter of each request as this is not specifically recorded. The only way of providing this data currently would be to retrospectively view each request individually.

2. Number of information requests which are within or outside of the required timescales for response.

A more detailed picture for the 2012/13 financial year is set out below:-

	Qtr 1	Qtr2	Qtr3	Qtr4	Total
On Time	155	194	160	258	767
Overtime	137	118	119	103	477
Ongoing/On Hold/Closed	61	57	93	151*	362
Total	353	369	372	512	1606

* This figure includes:

1. requests where the Council has requested further information from an applicant in order to process a request but have to date not received a reply
2. requests where the Council has asked individuals submitting Subject Access Request for the required information to process a request but received no response
3. requests that have been withdrawn or closed due to non response to required clarification within 60 days

The statistics for Quarter 4 include information on Subject Access Requests (SARs) which has been collected as a result of implementing a new process which includes the ability for customers to pay online for these requests. The information in the table below has been compiled as a result of analysis of the numbers of SARs received not the compliance to the 40 day response deadline.

	Qtr 1	Qtr2	Qtr3	Qtr4	Total
SAR	36	19	28	50	133

Currently FOI/EIR requests are not separated as the Council does not have the technology available to support a sophisticated analysis i.e. a case management system. As a result it is not possible to provide the subject matter of each request as this is not specifically recorded. The only way of providing this data currently would be to viewing each request individually.

The compliance rate for 2012/13 is 61.65% based on 1244 requests completed (i.e. the total number of requests 1606 less the 362 requests ongoing/on hold/closed). Improving the compliance rate during 2013/14 is a key issue for the Improvement and Information Team and the service is currently recruiting to the new staffing structure approved by Programme Management Board which aims to improve staff capacity, and capability, and implement improved processing arrangements. To support these improvements it is necessary to implement new technology i.e. a case management system. This requirement has always been part of the overall improvement agenda for the service area but there is currently no date for the implementation of such a technology to support the information request processing arrangements.

3. A breakdown of the source of requests received by the Council (e.g. whether they come from a private individual, Member, or media organisation).

The source of each request has been accurately recorded since Quarter 3 2012/13 and the information is detailed below:

Sector	Quarter 3		Quarter 4	
	Requests	%	Requests	%
Media	39	10.48%	59	11.52%
Campaign	11	2.96%	15	2.93%
Business	46	12.37%	64	12.50%
Individual	179	48.12%	280*	54.69%
WDTK	16	4.30%	24	4.69%
Legal	39	10.48%	16	3.13%
Insurance	7	1.88%	4	0.78%
Student	2	0.54%	1	0.20%
Political	25	6.72%	36	7.03%
Consultants	0	0.00%	0	0.00%
WAG	1	0.27%	1	0.20%
Public Sector	5	1.34%	12	2.34%
Third Sector	2	0.54%	0	0.00%
TOTAL	372	100.00%	512	100.00%

* includes 50 Subject Access Requests

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

Date: 30 April 2013

Councillor Russell Goodway
Cabinet Member - Finance, Business & the Local Economy
Cardiff Council, County Hall
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CF10 4UW



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Neuadd y Sir
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Ffôn: (029) 2087 2088

Dear Councillor Goodway,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE: 17 APRIL 2013 NON-OPERATIONAL PROPERTY REVIEW

Following the Committee's consideration of the review of the Council's non-operational estate, Committee Members have asked me to relay the following concerns to you.

Members were very disappointed that you did not attend the meeting, feeling that your input in terms of the Cabinet's view was vital. While Members found the information presented by officers interesting, we were concerned that there seemed to be no vision or strategic direction for the use of the Council's non-operational property. The presentation given to the Committee included some quite specific officer options and recommendations for proceeding, but without an apparent aspiration or rationale having been set down by the Cabinet. For example, the recommendation to retain three city centre hotels while disposing of the others.

In the light of the Wales Audit Office's comments in recent years that public sector bodies should improve the way in which they manage their estates, it is imperative that a clear plan for the management of the Council's non-operational estate is put in place as soon as possible. The Committee has been concerned that this item has featured on the Cabinet's forward plan on a rolling basis for several months without being presented. This has made it extremely difficult for an effective scrutiny to be planned. Sufficient notice of a scrutiny item is important in order to meet the requirement of the Local Government (Wales) Measure 2011 in terms of public engagement. The delay may also have resulted in an increase in the Council's maintenance backlog. We therefore hope that you will ensure that it is on the Cabinet agenda in the near future.

In terms of the content of the Review, we were concerned that there was undue emphasis on the financial benefits of the Council's non-operational estate. Sufficient regard should be given to the potential social, community and economic benefits of either managing this estate more effectively within Council ownership or of disposal. Members were partly reassured by officers' comments that due regard is given through the Asset Management process to potential alternative Council uses of non-operational land and buildings prior to their disposal. We seek your assurance that future Council requirements and other possible benefits will be given sufficient weight against the potential monetary value when disposals are considered. It was noted that any disposal of land would need consultation with ward Members first. Any disposals valued above £1 million would need Cabinet approval. It was also noted that the Council's estate was currently providing a return of 6.4%.



Members welcomed officers' comments that they are seeking to obtain information regarding the performance of our non-operational estate as compared to other Core Cities, in particular Bristol and Sheffield. We noted that very explicit performance measures must be developed in order to allow a useful comparison.

While Members welcome the opportunity to contribute to policy development at an early stage, they do not feel that this is a substitute for full pre-decision scrutiny of a Cabinet report. All members of the Committee ask you to come before the Policy Review and Performance Scrutiny Committee together with the comprehensive and substantive draft report for the non-operational property review before it is submitted to Cabinet to enable this to take place. We noted the Corporate Chief Officer for Corporate Services' comments that the report would not be presented to May Cabinet, but that it may be presented in June. As the Committee intends to invite external witnesses to attend in order to aid their consideration, I would be grateful if you would confirm the timing of this item as soon as possible. If it is due to go to the June 2013 Cabinet, please could you let us know by 15 May so that we can plan its effective scrutiny.

We would ask that, prior to this, the Non-Operational Property Review is amended to include:

- A strategic vision for the use and management of the Council's non-operational property;
- A clear statement of the Council's intention to use this estate for social, community and economic advantage as well as for financial gain;
- Data permitting comparison of the performance of Cardiff against other councils and of other councils' governance processes regarding their non-operational property;
- A clear communication strategy for current tenants of these properties;
- Details of the asset management process, so that it is transparent where decisions about the disposal of land and buildings will be made and upon what basis.

Finally, given the planned additional review of Council-owned workshops and as the Committee believes that the potential economic potential of non-operational sites should be taken more strongly into consideration, I am copying this letter to the Chair of the Economy & Culture Scrutiny Committee as he may wish to take this issue into account in that Committee's 2013/14 work programme.

I would be grateful if you would ensure that the Committee's comments are responded to as appropriate. I look forward to welcoming you to the Committee in the near future.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Christine Salter, Corporate Chief Officer (Corporate)
Charles Coats, Corporate Property & Estates Manager
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review & Performance Scrutiny Committee
Councillor Craig Williams, Chair Economy & Culture Scrutiny Committee

County Councillor Russell Goodway
Cabinet Member for Finance, Business & Local Economy



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CF10 4UW
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My Ref: CM24426

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

17 May 2013

Councillor Elizabeth Clark
Chair Policy Review & Performance Scrutiny
Cardiff County Council
County Hall
CARDIFF CF10 4UW

Dear Elizabeth

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE: 17 APRIL 2013
NON-OPERATIONAL PROPERTY REVIEW

I refer to your letter of 30 April 2013 in relation to your Committee's consideration of the above matter at its meeting on 17 April 2013. I regret that I was unable to attend but unfortunately I was engaged on other Council business which too longer to deal with than originally anticipated.

I am sorry that the Committee was unable to have sight of the of the full draft report prior to the meeting but until it is in a final form it would be unwise to place it in the public domain. I have no doubt that when it is available it will serve to address many of the concerns that your colleagues expressed at the meeting.

I am sorry to learn that your colleagues feel that there is a lack of vision with regard to the future direction of this element of the Council's estate. I am confident that there is a clear rationale behind the set of proposals that are currently being developed but, maybe, this needs to be made more explicit. I have, therefore, asked officials to work with me to develop a specific section in the report setting out a clear vision for the future utilisation of these important assets which will also reflect the social, community, and economic benefits of the estate.

Your letter also makes reference to the benefits of adherence to the Council's asset management planning processes and procedures, which I have noted.

The report has been competing with other priority matters for Cabinet time for some months. Unfortunately, competing priorities have prevented its earlier consideration. Having said that, a further, more in depth, review of the Workshop Estate is about to commence and it maybe that it will make more sense to bring these two strands of work together. I will be discussing these issues with my officials in the near future and the outcome of those discussions will dictate when it would be appropriate for this whole issue to be brought forward for Cabinet consideration.

/cont...

Please Reply To:

Cabinet Support Office, Room 529, County Hall, Cardiff CF10 4UW
Tel (029) 2087 2479

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17 May 2013

Page 2

Councillor Elizabeth Clark

I note your request for a further presentation of the final substantive report to the committee prior to its consideration by Cabinet. I will certainly reflect on your request at the appropriate time.

Yours truly

Russell

—

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

Date: 23 May 2013



County Hall
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CF10 4UW
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Neuadd y Sir
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Councillor Russell Goodway
Cabinet Member - Finance, Business & the Local Economy
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Goodway,

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE: 15 MAY 2013

Commissioning and Procurement

Thank you for attending the Policy Review and Performance Scrutiny Committee meeting which considered the Council's approach to Commissioning and Procurement. Members were glad to hear from Scott Parfitt, Senior Lecturer from the Faculty of Business and Society of the University of South Wales, that Wales, and Cardiff in particular, is leading the way in improving approaches to commissioning and procurement. The Committee recognised that the Commissioning and Procurement team has come into being only relatively recently, so we commend officers for their work in this area over the last few years. We hope that more is done to publicise this good work.

Members were informed that compliance with Council procurement procedure rules has improved since the team came into place and that the Senior Leadership Team receives a quarterly monitoring report to ensure continued improvement. This information could also be built into Cabinet budget monitoring or quarterly performance reports. We heard that the Commissioning and Procurement team has developed strong relationships with service areas, although there is still a lack of engagement from some. We understand that the team has achieved good buy-in from existing senior managers and hope that these relationships do not weaken under the new senior management structure.

We welcome the steps which have been taken to support small and local business, given the legal restrictions which apply. The Committee is keen that the procurement process should be made easier for suppliers, and in particular for small businesses. We noted officers' comments that it is anticipated that a self-certification form for bidders for low value/low risk contracts will be in place in the coming months. This will simplify the initial procurement stages. We also noted that the Welsh Government should launch the online Supplier Qualification Information Database (SQiD) in 2014. It is hoped that this will further simplify and standardise the selection stage of the procurement process and make it more transparent, providing as it currently does a standard set of questions for the selection stage. We heard at the meeting that there is increased use of lotting strategies to improve access for Small and Medium Enterprises. However officers also stated that it is often difficult to preclude or even have visibility of suppliers bidding for multiple lots as part of different consortia, meaning that individual small suppliers may not be helped in the way intended.



Scott Parfitt stated that it is impossible for him to put a percentage figure on the level of potential savings an organisation could achieve from improved procurement processes. However, given the scale of the financial difficulties facing Cardiff Council, the Committee request a breakdown of the £8 million anticipated savings opportunities which have been identified within the Commissioning and Procurement savings plan to be achieved between the 2013/14 and 2015/16 financial years. We noted officers' comments that there has been a concentration on 'quick wins' to date and that there will be a shift in approach now that the team is more mature, to look at driving through reductions in non-essential spend.

The Committee would, however, emphasise the non-financial benefits which can be achieved through our external spend and that we should drive forward the ethical procurement agenda. There are often unintended consequences for local businesses and communities of driving costs down too far. We strongly recommend that further thought is given to how the local multiplier effect can be built into the contracts if possible, and if it is not we would like to understand the legal arguments why.

The Committee also recommends that a robust method of monitoring what the Council spends locally is developed and that this should be built into the quarterly monitoring reports to Senior Leadership Team. In addition, the Committee recommends that the Council considers the adoption of community benefits clauses as a core part of our contract specification. Although we noted Scott Parfitt's comments that it may be difficult to enforce stipulations regarding the payment of the Living Wage to staff of suppliers specifically. Members were informed that a report is being prepared with Legal Services to consider this issue in more depth and request to consider this in pre-decision scrutiny.

Members asked me to emphasise the role which the third sector has to play. Officers commented that the Procurement team encourages and supports service areas in collaborating with third sector partners. We recommend that the benefits of partnership working and maximising mutual efficiencies is explored further.

The Committee requests a breakdown of the People and Professional services category of the Council's external spend, in particular the consultancy and agency spend for 2012/13, once these figures have been verified. The Committee also requests more detail regarding the 'tender light' solution which was mentioned at meeting.

Finally, the Committee will seek to consider contract monitoring, and quality in particular, as part of its 2013/14 work programme. The Committee is keen to understand whether the Council's newly-established Commissioning and Procurement team has developed enough expertise to be able to properly monitor the delivery of contracts with service area clients.

Committee Letters

Finally, thank you for having remained in the meeting as the Committee started to discuss its Annual Report. As I mentioned to you, the Committee is disappointed not to have received responses to some of its letters to you earlier over the course of the year. The Committee will present its Annual Report to Full Council in June so we need to ensure that all responses to the Committee's considerations over the last 12

months are included in the report. Members urged you in the meeting to respond to any outstanding queries at the earliest opportunity. These items included: Transformation; Budget Monitoring Month 6; the Draft Attendance and Wellbeing Strategy and Non-Operational Property. However, I have since received your responses to these items, so many thanks. I am, though, exceedingly concerned about the delay between when your letters were dated and when they were first received. For example, your letter on the Transformation/Efficiency portfolio, following the 24 October 2012 Committee meeting was dated 5 December 2012 yet I only received a copy on 17 May 2013 - nearly 6 months later. I will therefore, be seeking clarification of how this breakdown in communication has occurred.

We also discussed the provision from you of the Welsh Government Minister's letter regarding land in Callaghan Square to the PRAP Committee. Receipt of the letter was requested during the joint Policy Review & Performance and Economy & Culture Joint Scrutiny Committee Call In meeting on 16 November 2012. The letter was the justification for the urgency in the Council's bid to buy the Callaghan Square land in November 2012. Since I had not received the letter from you I had subsequently requested it on 6 December 2012, 5 February 2013, 19 February 2013 and 10 May 2013. During our meeting last week the Committee noted your comment that, as you left the call-in meeting, you handed your papers to an officer and that the letter was subsequently shredded. I will be requesting the Welsh Government Minister for a duplicate. I am copying this letter to the Chair of the Economy and Culture Scrutiny Committee for his information, as the issue was considered jointly by our Committees.

I would be grateful if you would ensure that the Committee's comments are responded to as appropriate.

Yours sincerely,



COUNCILLOR ELIZABETH CLARK
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Christine Salter, Corporate Chief Officer (Corporate)
Steve Robinson, Operational Manager Procurement & Supplies
John Paxton, Strategy and Development Manager, Commissioning and Procurement
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review & Performance Scrutiny Committee
Scott Parfitt, University of South Wales
Councillor Craig Williams, Chair, Economy and Culture Scrutiny Committee

