POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

5 JUNE 2013

Present: County Councillor Howells (Chairperson)
             County Councillors Bale, Hunt, Keith Jones, Knight, Lloyd,
             Murphy, Robson and Walker

1 : APPOINTMENT OF CHAIRPERSON

The Committee noted that Councillor Nigel Howells had been appointed
as Chairperson of the Policy Review and Performance Scrutiny
Committee at the Annual meeting of Council on 23 May 2013.

The Chairperson recorded his thanks to the Chairman and Members on
the Committee for their hard work over the past year, and his best wishes
to the outgoing Chairman and Member.

2 : MEMBERSHIP AND TERMS OF REFERENCE

(i) Membership - The Committee noted that Council at its Annual
     meeting on 23 May 2013 had appointed the following Members to
     this Committee:-

     County Councillors: Howells (Chairperson), Bale, Hunt, Keith
     Jones, Knight, Lloyd, Murphy, Robson and Walker.

(ii) Terms of Reference – To scrutinise, monitor and review the overall
     operation of the Cardiff Programme for Improvement and the
     effectiveness of the general implementation of the Council's
     policies, aims and objectives, including:-

     • Council Business   • Cardiff Local
       Management and   Development Plan
       Constitutional Issues   • Equalities
     • Cardiff Council   • Finance and Corporate
       Corporate Plan   Grants
     • Strategic Policy   • Organisational
       Development   Development
     • Strategic Programmes   • Cardiff Efficiencies
     • Community Planning &   Programme
       Vision Forum

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- Voluntary Sector Relations
- Citizen Engagement & Consultation
- Corporate Communications
- Contact Centre Services and Service Access
- International Policy
- E-Government
- Information and Communication Technology
- Council Property
- Commissioning and Procurement
- Carbon Management
- Legal Services

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

- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non governmental bodies on the effectiveness of Council service delivery.

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

3 : DECLARATIONS OF INTEREST

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

4 : WALES AUDIT OFFICE CORPORATE ASSESSMENT AND PEER REVIEW

In February 2013 as the 2013/14 Budget was still under discussion, the Leader and her Cabinet had asked the Chief Executive to prepare a briefing on the organisational and operational risks which faced Cardiff

Council. This was in addition to the wider risks identified in the Council's Corporate Risk Register. The Leader wanted to ensure that the scale of the risk facing the Council was recognised and appropriate mitigations put in place.

The Committee received a report about the Wales Audit Office's planned Corporate Assessment of the Council's Improvement arrangements and the proposals for a Peer Review which had been agreed by Cabinet.

Members also received a copy of the report of the Chief Executive presented to Cabinet on 16 May 2013 setting out details of both the Corporate Assessment and the Peer Review together with details of a project brief from the Wales Audit Office giving the purpose and methodology for the Corporate Assessment including details of the issues that had been identified by Officers.

The Chairperson welcomed Councillor Russell Goodway, Cabinet Member, Finance, Business and Local Economy to the meeting together with Steve Barry, Wales Audit Office and Jon House, Chief Executive.

Councillor Goodway, Cabinet Member, Finance, Business and Local Economy indicated he did not wish to make a formal statement on this occasion but would respond to Members' questions. Councillor Goodway referred to the report and clarified that it was Cabinet that had proposed to invite the Welsh Local Government Association (WLGA) to undertake a Peer review and that this was separate to the WAO Corporate Assessment.

The Committee was advised that Cabinet had asked to see the Auditor General because Cabinet Members had been concerned about the issues facing Cardiff and the risks for the Council. Cabinet had been notified about the WAO Corporate Assessment and that Cardiff would be one of the first Authorities to be assessed. The Cabinet had contacted the WLGA to assist with a Peer Review as Cabinet Members had been genuinely concerned about the risks when they had taken up office.

Steve Barry, Wales Audit Office made reference to the information in the cover report, the report to Cabinet and the Wales Audit Office Assessment brief, he stated that the scope of the Corporate Assessment ties in quite closely with the remit of the Policy Review and Performance Scrutiny Committee; a report would be submitted to this Committee arising from the review which was still in the planning stage. Steve Barry confirmed that he had yet to meet with the senior managers to identify

areas of focus scheduled for October 2013 onsite work and was also mindful that the WLGA would be undertaking a Peer Review. The WAO would use any findings from that review to inform their assessment. During the on-site period in October 2013 the WAO intended to meet with Cabinet and Scrutiny Chairs; it was anticipated the reporting date following this would be December 2013. It would be appropriate to keep this Committee informed and it can link in with further updates as work progresses. The broad assessment would be relying on work already undertaken. Areas of interest in October would include the results of the WLGA Peer Review and how Cabinet and Senior Members were taking the results forward. With regard to the Senior Management arrangements the WAO were mindful there would be 8 new people who would not yet have experience of Cardiff Council and would be interested in the Council's actions to prepare the Senior Managers for their new roles.

The Chief Executive advised that the Cabinet Member had highlighted the position as they had found it. In terms of the Peer Review referred to by the Cabinet Member it was confirmed that such reviews are carried out in many organisations and found to be very helpful. The Wales Audit Office had been very supportive particularly in terms of the new Management Structure which would take some time to bed in 8 people from external organisations and take time for them to be fully operational. The Peer Review would be able to feed this information into the process. The Council had been working closely with the WAO in starting to prepare a virtual room to store the information from the desk based research.

The Chairperson thanked the Panel for addressing the Committee, following which, Members made the following observations:-

- Reference was made to the fact that the Wales Audit Office would be carrying out Corporate Assessments on four Authorities including Cardiff, information was sought as to the rationale for selecting the Authorities for Assessment. Steve Barry, Wales Audit Office advised Members that the pilot was based on Authorities within each area of WAO responsibility, the reason why Cardiff was being assessed first was because of the changes being made within the Authority;

- Reference was made to paragraph 20 of the report to Cabinet on 16 May 2013 regarding the appointment and composition of the Independent Peer Review Panel. Information was sought as to whether the comparator Local Authorities referred to in the paragraph would be Welsh Authorities or whether it would include English Core Cities.

It was clarified that in order to be of comparable size it was unlikely to be Welsh Authorities, the comparator Authorities would be from English core cities.

- Reference was made to Paragraph 5 of the above report which states … "Whilst it should be noted that some actions in mitigation have already been put in place, these key risks included the recognition that there was a need for early engagement in potential budget solutions for the 2014/15 and 2015/16 when the new Directors team would not be fully in place, and that the ability for the new team to lead on collaboration projects in the immediate future would be limited"… For those who were charged with delivery of the 2013/14 budget there had not been early engagement, an explanation was sought about planned changes to ensure there would be much earlier engagement in the budget process as it was suggested that a three month period for scrutiny prior to delivery of the budget was not sufficient.

  The Cabinet Member confirmed that this was something Cabinet were minded to do however they were not solely in control of the timetable and were awaiting information from the Welsh Government. The Cabinet Member advised there had been an indication from the Minister that the financial situation would be worse in terms of the indicative settlement for the 3 years, the Minister had voiced concern that it would be worse than predicted and she was concerned with the level of reserves. With regard to the settlement, Members were advised that until the information was received from the Welsh Government no action could be taken, the information would be shared with colleagues as soon as possible. The Minister had indicated that the Welsh Government would protect Education and Social Services however the Council would still have to look robustly at how money was spent in these areas and to consider whether there were smarter ways in which the Authority could achieve value for money out of its spending in these areas.

- Reference was made to paragraph 15 of the Cabinet report with regard to the Panel of Experts to be established by the WLGA, information was sought as to how broad this Panel would be.

  Members were advised that the Leader had asked the WLGA to assist in order to give a level of independence and they will assist with this. The Chief Executive advised that he would encourage that the Panel consists of Leaders of other Organisations, also representatives from

Social Services and Education to give a rounded view in areas of concern.

- In terms of IT systems this had been a corporate red risk for some time, information was sought as to whether this would be investigated. It was confirmed that this would be considered as part of the Peer Review and the WAO review, this was also reported to Cabinet on a regular basis, it was confirmed that Cabinet were aware of the risks involved and receive regular update reports.

- In response to a query Steve Barry (WAO) advised that one of the things they would be doing as part of the planning of the Corporate Assessment was to examine the current activities of the Council and the major risks that are currently facing the Council and to identify and consider the risk management arrangements in place. There had been a discussion with the WLGA about the principle of sharing information if this can be done; they would not be looking to replicate any information. It was confirmed there would be dialogue in the coming weeks about the scope and extent of the work, the Peer Review and the WLGA and how this all fits in with the WAO assessment.

- A Member questioned whether it would be appropriate for Cardiff to have a slightly different process. Although it would be beneficial for the new Directors and the new Chief Executive to receive the information from the Peer Review when they take up their new roles, there might be a danger that they would not feel ownership if they had not fed into the process.

- Information was sought about how much opportunity there would be for Trade Unions to engage in the process. It was confirmed that the Trade Unions were equally as important stakeholders as others, Council Members, Senior Staff and Trade Unions will all be given a chance to be interviewed.

- Reference was made to paragraph 16 of the report to Cabinet relating to the need for a holistic review and further details were requested about how this would work and whether it had ever been done in Cardiff.

The Chairperson thanked the Cabinet Member and Officers for their responses to Members' questions, following discussion on the way forward it was

AGREED – That a letter be sent by the Chairperson on behalf of the Committee to Councillor Heather Joyce, Leader requesting her to pass on the Committee's thanks to Councillor Russell Goodway, Cabinet Member, Finance, Business and Local Economy for attending the Policy Review and Performance Scrutiny Committee on 5 June 2013 on her behalf together with Officers and for their responses to Members questions and to convey the following observations of the Committee when discussing the way forward:-

- With regard to the Peer Review the Committee had been advised that the WLGA had not yet identified those who would be undertaking the review, the Committee requested that this information be made available to them once the Panel had been confirmed;

- The Committee noted that the results of the Peer Review would be used to inform incoming senior managers as they take up their posts. Members noted that the key element of any review into the delivery of Council services should be the customer however they were concerned that this would be missed in the Peer review arrangements, Members whilst aware of the time constraints for completing this work urged that this issue be addressed. The Committee also recommended full engagement with Trade Union colleagues as Members were concerned that this would not be guaranteed if they were treated as simply another stakeholder group;

- Members would like to consider the results of both the Peer Review and the Corporate Assessment at an appropriate time to enable the Committee to use the reports to inform its work programme. The Committee also wish to take up the Chief Executive's offer of access to the 'virtual zone' which had been created to allow the WAO to retrieve the documents it needs to complete its desk-based review prior to being on-site in October 2013;

- Members noted that early engagement in the 2014/15 and 2015/16 budget processes was considered to be vital and welcomed the Cabinet Member's comment that the consultation process would be revised next year as the Committee had previously expressed concern that the timescale for the 2013/14 budget consultation had not been sufficient. In light of the comment of the Cabinet Member that there would be no 'sacred cows' in terms of services to be protected from the effects of a settlement which was likely to be worse than predicted, Members

urged that this year's process be improved to enable there to be wider and earlier engagement particularly with Scrutiny Committees.

4 : CUSTOMER MANAGEMENT – CARDIFF COUNCIL WEBSITE

The Committee's Terms of Reference provide for it to consider the Council's approach to both Information and Communication Technology (ICT) and Communications. The Committee agreed to consider this subject as part of its work programme for 2012/13, but there was insufficient time to consider the website prior to this meeting.

In January 2012 this Committee considered Cardiff Council's draft Customer Management Strategy, which aimed to set out a corporate vision for how customers would be managed across services. It also gave an approach for the development and management of customers' access channels to the Council, including the Council's website.

The Committee were provided with background information regarding Cardiff Council's website and the work which was ongoing to refresh the website as part of the Council's wider changes to its approach to customer management.

The Chairperson welcomed Councillor Russell Goodway, Cabinet Member Finance Business and Local Economy to the meeting together with Sarah McGill, Director of Communities, Housing and Customer Services and Ross Maude, Chief Enterprise Architect.

Councillor Goodway, Cabinet Member Finance Business and Local Economy advised that work had started on a Web Refresh Project, the aim of which was to review the website and to design access channels with the preferences of the customers in mind and to provide a more sustainable service standard.

Councillor Goodway advised that the view of the Cabinet was that customers were at the heart of everything the Council does, therefore the website would be structured in a way to meet customers' needs and not driven by specific services. The refresh would assist in how the Council deals with personal information and how it collects and uses the information and make information more accessible. The refresh aims to avoid the need for multiple enquiries and for customers to be asked to provide the same information repeatedly once this information had already been provided.

Members were advised that although the Leader favours this project progressing as quickly as possible, it should be noted that implementing change would take time and would be carried out on an incremental basis.

In conclusion the Cabinet Member acknowledged the difficulties experienced at the moment when contacting the Council to access services and reminded Members that provision should continue to be made for people to access services via the telephone as at the moment this was often difficult.

The Director of Communities Housing and Customer Services advised that her role was the Responsible Officer in terms of the Web Refresh Project, which was a critical project but only part of the range of activity to make wholesale changes to enable customers to interact with the Council in as easy a way as possible.

The Citizen is at the heart of everything the Council does

The Director of Communities Housing and Customer Services gave the following presentation in which she advised the Committee that the Council's services should be described and structured in a way that citizens both want and understand, they should be:

- Targeted: We should use Customer Insight to tailor our services for the communities that use them;

- User Friendly: We should use the Customer Tool Kit (Mystery Shoppers, Feedback, Focus Groups, Service Catalogues) to ensure that our services are structured and described in a way that makes sense for the Citizens and ensures equal access;

- Interactive: Customers should be engaged in helping to develop and refine new services.

Consistent quality whatever service or channel a citizen chooses

- For true multi-channel access to happen, we as an organisation have to work in a common way;
- If each service tries to create a specific customer approach, this will end up with wide variation in the customer experience for each service and each channel;

- This would mean a lack of consistency for our citizens.

Decisions are made to provide maximum benefit for the whole Council

- As an organisation, we need to break down the silo mentality around our services;
- For example, budget savings in one area may lead to greater increased costs elsewhere – this sort of decision-making should be avoided;
- All services should seek to gain the greatest value from corporately provided resources such as technology.

Common Business Activities should be done in a common way

- Where standard methods of working have been established, individual services should make use of them;
- Part of the overall change strategy will be to identify and develop these standard methods;
- Appropriate standardisation will lead to better information sharing and service efficiencies;
- Fewer, more rigorous standards will allow management attention to be better focused on continuous improvement of those standards.

Information is an Asset that has measureable value to the Council

- Information produced and maintained by the Council has a tangible value;
- All services should account for the need to share and re-use information, wherever possible, within their service planning and design;
- Where information is shared, it will be shared appropriately and within legal frameworks;
- Management information gained through our operations and activities should be used to inform and guide service improvement.

Web Refresh and the Customer Management Programme

Starting with the Customer the Council should:

- Focus on what the customer wants;
- Develop a range of unified channels (including online access through the new website);

- Develop a whole Council "view" of the Customer (Customer Relationship Management);
- Enable work to be reported/requested/scheduled as directly as possible;
- Optimise time spent on specialist activity;
- Common approach to support activity.

Current Way of Doing Things

- Individual service approach;
- Inconsistent standards with no common standards across the Council - customer channels are confusing and costly;
- Multiple ways of providing service support;
- Data stored on hundreds of different systems;
- Specialist staff doing non-specialist work;
- Service change/efficiencies planned within specific service boundaries.

Benefits of the Programme

- Improved channel access by citizens;
- Reduced end to end services times;
- Reduced handoffs;
- Improved customer insight;
- Improved resilience to deal with peak workloads;
- Improved customer satisfaction.

Web Refresh Project

- The Website is being redesigned to provide an improved 'show window' for Council services;
- Online access will be improved so that routine, low value enquiries and requests can be dealt with online at lower cost.
- Website governance will be improved so that the standard of the website is maintained;
- Will facilitate the future deployment of an Electronic Records Management Solution.

In conclusion an outline was given of the timescales for the Web Changes in respect of the following stages:

- CRM Implementation – Shared Customer Data;

- Access Channels and Channel Shift (including online self-service – Rolling Implementation);
- Service Improvement and Efficiency (including roll out of mobile and scheduling technologies);
- Common Business Functions (Resources Programme).

The Chairperson thanked the Officers for their informative presentation following which the Committee were invited to ask questions on the information provided, Members made the following observations:

- It was acknowledged that this was a good project, it was suggested that part of the problems had been experienced as a result of the Council using and being tied into 'off the shelf' packages. Concern was expressed that the Council would find itself in the same position again if it continues to use 'off the shelf' packages that the systems cannot refresh.

  Members were advised that the Council were looking at systems that are market leaders – reference was made to the SAP system which was already in place in the Council, this system was easy to operate and the Council already had an extensive skills set for that platform and would build upon this. A platform for mobile scheduling would also be incorporated into the system.

- In response to a query about the operation of the SAP system it was confirmed that the Council already operates through SAP and there were existing resources to serve SAP and Mobile Scheduling;

- Information was sought as to whether the Council were moving towards more 'Cloud' based storage rather than servers throughout the Council.

  Members were advised that part of the technical infrastructure was looking at using 'Cloud' and also 'private Cloud'. At the moment the Council were dealing with a legacy investment, as this expires consideration would be given to 'Cloud' offers on the market to assess suitability.

- It was suggested that the 5 month lock down on the current website seemed to be a long time to undertake an audit of the Council's current website content to make it fit for purpose and concern was

expressed that having out of date information on the website might have been detrimental to the Council.

- A Member highlighted the fact that Social Media particularly twitter feed had not been mentioned and was missing from this, it was the view that Twitter and other Social Media sites should also be included in the package. The Council should also bear in mind the fact that when using Social Medial, people expect faster responses.

- A Member highlighted the fact that a lot of the information presented at this meeting had been heard before over the years, the website had been out of date, it was good to see that this was now being progressed but it has taken a long time and it was hoped that this would be a solution to the operating problems currently being experienced.

  Members were advised that in terms of lock down of the website there were some exceptions to this. With regard to Twitter there was a need to ensure that when talking about services the standard in respect of response times must be consistent and applicable across the whole range of services.

  Twitter can be viewed as an additional channel, if going to take service requests from Twitter as a formal channel for requests, technically there was no barrier as it was a CRM platform.

- It was accepted that there must be a consistent approach with regard to response times however, it was a Member's view that the response given had not answered the question asked. Members were advised that with regard to the response times the customer would receive an update within a specified period of time, at the moment the operative asks the customer to sign a job card, the customer is unlikely to say that the standard of the job was poor if the operative was present therefore there was a need to develop a standard where the customer is asked for feedback afterwards to ensure the job carried out was satisfactory. Analysis of this information is a big issue at the moment as it does not inform service development.

- A Member highlighted that one of the issues as a Ward Member was that letters about important matters affecting residents were often sent out but there was no supporting information on the website. To negotiate the website was very difficult, latest news was not included, it was suggested there needed to be more empathy with the customers.

Members were advised that it was accepted that the website was unfit for purpose at the moment but it would be difficult to deal with individual issues.

- It was suggested there should be quality control on the website. In response Members were advised that the way the website was set up at the moment means it was not fit for purpose, this was now being rectified through the Website Refresh project, the improvements must start with the customer, however there was also a need for governance of information added by individual service areas;

- With regard to the sharing of information, a Member queried how this would be managed particularly in circumstances where there was sensitive information. Members were assured there was a technical solution however it was about service areas defining the information they needed and service areas being in control of the information that could be shared, the data can then be segregated only to the people who have authorisation to see it. With regard to the level of Officer that would make this decision it was clarified that it would be the same level as those making the decision at the moment. There was a huge level of demand for data and it was important to have protocols in place as a safeguard in the sharing of information, the converse danger was not sharing information when it should be shared;

- Information was sought as to what would be done to ensure that the website refresh and the changes comply with legislation particularly Disability Legislation. It was confirmed that the technology was available and would be interfaced to provide a service to people with disability. The Council were working with appropriate organisations the RNIB, it is a fundamental part of the refresh to ensure the information was accessible to all;

- Information was sought as to what measures would be taken to inform people of the shift to on-line channels. It was suggested that if the Council gets this wrong it could be very costly to both the Council and Council Tax payers.

- In response to a query about best practice it was accepted that the Council were behind others in terms of developing the website to provide appropriate channels for customers to access services, it was confirmed there was a range of applications which if properly enabled geographically should enable people to communicate using mobile devices such as smartphones. There was huge variation across Wales

and some Councils deliver different services to others. Members were advised that Socitm had undertaken a review of local Authority websites based on access via mobile devices as many more people were accessing services in this way, only one local Authority in Wales had met the standard.

- With regard to the timescales for the web changes which had been stated as being a four year journey, it was noted that in that time there was likely to be changes to technology. Clarification was sought as to whether this would be an all encompassing package that gets the Council to where it wants to be in 2015/16, concern was expressed that there didn't appear to be an end date, and that costs would escalate by not complying with the timescale.

- Records Management was discussed; it was clarified that records management was being dealt with as a separate project however the projects would need to feed into each other.

- The need to build up a history of the customer was highlighted in order to avoid duplication and the need for the customer to repeat themselves when accessing the various services or contacting the Council on more than one occasion;

- Information was sought as to how the changes would be rolled out and communicated to citizens. Members were advised there needed to be a whole communications strategy in place encompassing all customer channels including changes to the telephone services. In terms of face to face contact this method of contact will always be required therefore there needed to be a channel for appropriate interface; in terms of face to face space would be provided in the hubs, there also needs to be the ability to provide different channels in a joined up way.

  It should be borne in mind that some people do not have access to their own computers and do not have the technical expertise, in these cases they can use the hubs or libraries where there will be generic staff to help them. When looking at equal access consideration must be given to all ways of accessing services and to consider not only what most people want but also the need to invest in other ways i.e. some people may need a home visit to fill in forms;

- The level of information required from a person when accessing services was discussed, assurance was sought that a person would not

have to provide detailed personal information that was not relevant to the particular service being accesses. Members were assured that the information requested must be appropriate to the service request;

- With regard to social media a Member wanted to make sure communication was logged, even when some accounts were anonymised, for some people the only contact they have with the Council is via twitter feed and they must not be isolated by not receiving an appropriate response;

The Chairperson thanked the Officers for their responses to Members questions, following discussion on the way forward it was

AGREED – That a letter be sent by the Chairperson on behalf of the Committee to Councillor Luke Holland, Cabinet Member Social Care, Health and Wellbeing to pass on the Committee's thanks to his Cabinet Colleague and Officers for attending the Policy Review and Performance Scrutiny Committee on 5 June 2013 in regard to forthcoming changes to the Council's website and to convey the following observations of the Committee when discussing the way forward:

- Members having been concerned for some time that the website was not fit for purpose were pleased to hear that improvements to the website were being developed. The Committee noted the changes were part of a wider programme to modify the way in which the Council engages with customers in particular that the website was being developed as an access channel rather than simply a communication tool and Members welcomed these changes.

- With regard to the timescale, Members were concerned about the long timescale for implementation and that there was no guarantee that at the end of four years the Council would have reached the point it wants to in terms of customer service via the web.

  Members urged that as far as possible, developments to the website should be future proofed. Members were concerned to hear at the meeting that the development of any bespoke solutions for the website may mean difficulties for upgrading its technology in the future. Members were also concerned that little thought seemed to have been given to future regional collaboration with other local Authorities and the danger that great expense could be wasted on developing the website in a way which might be incompatible with future partnerships.

- The Committee discussed equality of access to services via the website and queried about what options were being considered to make the website accessible to those with disabilities. Members were pleased to hear that Officers were consulting with the Royal National Institute for the Blind and requested further information about this work. Members reiterated the importance of ensuring that customers have access to their preferred method of communication with the Council when accessing services.

- The Committee recommended that further thought be given to the use of social media as an access route for Council services, Members accepted there were issues with this in terms of raising customer expectations of immediate responses that might be difficult to meet or there might be difficulties in ensuring a consistent level of service between different access channels, but were concerned that if overlooked the Council would run the risk of excluding a section of the population who largely use this method of communication.

- Members noted the comments that governance was vital to ensure that the information on the website and the types of services it offers are appropriate, consistent and well-managed in the future as in the past the website had been managed in an inconsistent way by individual service areas rather than by a centrally resourced team and would like to receive further information about this governance once it had been fully developed.

  Members also discussed the sharing of information and the need for proper management to ensure information is shared in an appropriate manner and noted the dangers conversely of not sharing information with parties entitled to receive such information, Members urged the need for Customer Services Officers to work closely with the Improvement and Information Management Team to ensure a joined up approach to information sharing.

- Members highlighted the need to consider the quality of the Council's response to requests for service via any medium and were of the view that greater use should be made of customer feedback to ensure that the Council's responses were of a consistently high standard.

- Members noted the forthcoming large scale changes across the Council's Customer Management Strategy and the Committee aim to keep a watching brief on this area. The Committee welcomed the Officers' offer to provide the more detailed roadmap which has been

prepared regarding changes to customer management would like to accept this offer.

5 : ANNUAL GOVERNANCE STATEMENT INFORMATION REPORT

The Council is required to produce an Annual Governance Statement to accompany its Statement of Accounts, having a responsibility to conduct an annual review of the effectiveness of its governance arrangements. The review was based on the work of senior managers, who are responsible for producing Senior Management Assurance Statements; the opinion of the Audit and Risk Manager and comments from external Audit and other Inspectorate agencies.

The Statement is underpinned by a Governance Framework derived from the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives 'Delivering Good Governance in Local Government'. This Framework sets out a number of principles which are aimed at assisting local authorities in developing and maintaining sound governance arrangements.

The Statement had been presented to and agreed by the Audit Committee in May 2013 and will be presented to Cabinet and Council in the near future.

AGREED – That the Annual Governance Statement information report be noted.

6 : LOCAL DEVELOPMENT PLAN INQUIRY – INFORMATION REPORT

The Planning and Compulsory Order Act 2004 requires the Council to produce a Local Development Plan (LDP). The LDP is a crucial document which governs the future development and economic growth of Cardiff over a 20 year period 2006-2026 and is a key driver for investment, competitiveness, growth and environmental protection in Cardiff and will have implications for the wider city region.

Scrutiny had considered progress towards securing an LDP at each stage of the Plan's development via a cross party Task and Finish Group from all five scrutiny Committees. The Task Group reported formally to this Committee on 3 October 2012 and following presentation of the report to Cabinet, all of the Inquiry's recommendations had been accepted.

The Committee were provided with an update on the next stage of the Committee's ongoing Inquiry into Cardiff Local Development Plan (LDP) scrutinising the Draft Deposit Plan.

AGREED – That

(1) The report be noted;

(2) The Chairs of the other Scrutiny Committees be requested to confirm their nominees to take part in the next stage of the Local Development Plan Inquiry;

(3) The following Members of the Policy Review and Performance Scrutiny Committee be nominated to take part in the next stage of the Local Development Plan Inquiry:-

Councillors Howells (Chairperson), Hunt, Robson and Walker.

7 : WORK PROGRAMME 2013/14

The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year. The Committee is tasked with constructing a work programme for the year ahead that ensures the time available to the Committee is used most effectively by considering items in a timely fashion that maximises the impact of scrutiny.

The Committee's responsibilities fall largely within two strands of the organisational structure, the 'Corporate' and 'Shared' service areas as follows:

- **Corporate** – Finance; Estates and Land Strategy; Legal and Democratic Services; Scrutiny, Performance and Improvement; Commissioning and Procurement.
- **Shared** – HR People Services; Internal Services; Customer Services; Central Transport Services and Communications.

Members noted the following scrutiny approaches that were open to the Committee when constructing its work programme:

- Policy Review and Development;

- Pre-Decision Scrutiny;
- Inquiries;
- Performance Review;
- Monitoring Reports;
- Call-ins.

Developing a Work Programme

The work programme is normally constructed at the beginning of the municipal year but is updated and amended during the year in order to respond to urgent priorities or policy developments. Given the range of service areas and subjects covered by the Committee, the work programme needs to be carefully constructed to ensure that the time available to the Committee is most effectively used and to balance time invested against the potential impact of Committee's work.

In order to develop its work programme for the last municipal year the Committee held a closed forum to discuss options for Committee's work programme and following scoping and prioritisation of proposed items prior to formal approval by the Committee in September 2012.

Members note the above approach to developing a work programme following discussion it was

AGREED – That the Principal Scrutiny Officer be requested to establish a Forum to enable Committee to discuss options for its work programme for the forthcoming year (2013/14).

8 : CORRESPONDENCE

Prior to its May 2013 meeting the Committee had met to review the work of the Committee over the past municipal year following which they indicated they wished to receive regular responses to Committee correspondence specifically detailing whether all of the Committee's points had been addressed. Members received copies of their correspondence together with details of the responses which were attached to the report for information.

- Committee discussed the correspondence and issues relating to the response times and suggested that a letter be sent to Councillor Russell Goodway, Cabinet Member, Finance, Business and the Local Economy to advise him of the concerns raised.

AGREED – That

(1)   The content of the letters attached to the report be noted;

(2)   A letter be sent by the Chairperson on behalf of the Committee to Councillor Russell Goodway, Cabinet Member Finance, Business and the Local Economy to express the following concerns of the Committee with regard to correspondence:

- The Committee expressed concern about the delay in receiving responses from the Cabinet Member to correspondence from the Chair of this Committee;

- Members were of the view that it was important that the letters sent to the Cabinet Members reflected the views of the Members at the Committee and that the response should address the points made and responses should be received within a reasonable timescale;

- Members were concerned over the paucity and speed of the responses from the Cabinet Member with regard to the Committee's comments and recommendations over the past year;

- The Committee were particularly concerned about having to wait for several months for a Cabinet Member response in relation to a number of issues including the Transformation Portfolio; the Draft Attendance and Wellbeing Policy and the Month 6 2012/13 Budget Monitoring Report. Members were concerned to note that responses to these letters had been received on 17 May 2013 to letters dated and sent several months prior to this date;

- Members were concerned there had been a breakdown in the system and urged that the Cabinet Member be requested to investigate this matter and respond to the Committee with his findings at the earliest opportunity and to ensure that all points or recommendations made are reflected in the responses;

- The Committee had pursued a copy of a letter from the Welsh Government regarding the Callaghan Square purchase for

several months, this letter had been referred to by the Cabinet Member during a previous meeting, Members noted the explanation given by the Cabinet Member regarding the context and circumstances around this letter and reiterated their request for a copy of the letter sent by the Minister once a duplicate had been received;

- The Committee noted that the matter referred to above was now being investigated and would like to see the results of the investigation as soon as possible;

- With regard to Cabinet Member attendance at Scrutiny meetings, the Committee noted there had been a number of meetings in 2012/13 where the relevant portfolio holder had been unable to attend and were represented by Cabinet Colleagues or Officers and urged that Cabinet Members will engage more fully with the Committee in the coming year.