**CARDIFF COUNCIL** **AGENDA ITEM 9**
**CYNGOR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**
**SCRUTINY COMMITTEE** **12 September 2013**

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**CORRESPONDENCE – INFORMATION REPORT**

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**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. A copy of the Correspondence Monitoring sheet detailing the Committee's correspondence and those responses received is attached at **Appendix A**. For ease of reference, the lines of those letters to which the Committee has received a full response, with no actions left outstanding, are coloured grey. Where new information has been added since the Committee last considered a correspondence report, this information is highlighted in **bold**. Attached to this report are copies of recent correspondence, as follows:

**15 May 2013 meeting – Commissioning and Procurement**

3. At the Committee's meeting on 15 May 2013, Members considered the Council's approach to Commissioning and Procurement. 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 B.** A copy of the Cabinet response has previously been presented to Committee, but information regarding expenditure on the People and Professional category was outstanding. This has now been received and is at **Appendix C.**

**5 June 2013 meeting**

4. On 5 June 2013, the Committee considered:
   - Arrangements for the Wales Audit Office's Corporate Assessment and the Independent Peer Review. The Chair's letter is attached at **Appendix D**. The response from the Leader is attached at **Appendix E.**
   - Customer Management programme – Cardiff Council website. The Chair's letter is attached at **Appendix F**. A copy of the Cabinet Member's response is attached at **Appendix G.**

**18 June 2013 meeting – Review of the Post of Chief Executive**

5. Later in June the Committee held a special meeting to consider a Review of the Post of Chief Executive prior to a Cabinet decision on 19 June. A copy of the Chair's letter is attached at **Appendix H** and a copy of the Leader's response is attached at **Appendix I.** Given the proposal to create a 'City Manager' post which would be internally-focused, the former Chief Executive offered to provide a list of his external-facing duties. He was unable to complete this prior to his departure from the Authority, but his office has supplied this list below:
   - Great Western Partnership
   - Director of Millennium Stadium
   - National Procurement Service Board
   - Integrating Health & Social Care Programme Board
   - Organisational Development and Simpson Implementation
   - Public Service Leadership Group
   - Gateway Review National Procurement Service
   - Welsh Local Government Association South East Wales Regional Partnership
   - City Region Task & Finish Group.

**9 July 2013 meeting**

6. In July 2013, the Committee considered:
   - The Council's performance outturn for the last financial year. A copy of the Chair's letter is attached at **Appendix J.** The response is attached at **Appendix K**;
   - The Council's budget outturn for the last financial year. A copy of the Chair's letter is attached at **Appendix L.** A response is awaited.

**Legal Implications**

7. 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 of 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**

8. 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 and decide whether it wishes to take any further actions, or request any further information.

**MARIE ROSENTHAL**
County Clerk and Monitoring Officer (Democratic Services)
6 September 2013

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

Date: 31 July 2013

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

Dear Councillor Goodway,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 9 JULY 2013**
**Budget Outturn 2012-13**

Thank you for attending the Policy Review and Performance Committee on 9 July 2013 to aid the Committee's consideration of the Budget Outturn report for the last financial year. The Committee would also like its appreciation passed on to the Finance team for the huge task of producing the outturn position within the allotted timescales.

While the Committee was glad to see that the Council kept its spending within its net budget, achieving a small surplus, there were a number of points Members have asked me to highlight:

- The Committee noted the ongoing level of Capital slippage, albeit that the level of slippage has decreased since 2011/12. We hope that service areas will be strongly urged to ensure the timely delivery of capital schemes going forward. The Committee is currently discussing its work programme for the rest of the year and may look to schedule a deeper consideration of the Council's Capital programmes;
- Members queried the cost of SAP licenses and noted that these will cost £1.6 million with a further revenue cost of £400,000 per annum. They further noted that although these are named-user licenses it is not anticipated that this cost will rise and that the Council should be future-proofed in this area;
- The Committee would be interested to see a functional/subjective breakdown of spend included within the future budget monitoring reports to highlight, for example, spend on agency staff or consultants across directorates;
- Members noted the potential liability with regards to Junction 30 of the M4 and that, at the moment, officers are not aware of any other liabilities in the pipeline.

There were a number of points about which the Committee requests further information:

- The payments to Northampton Council regarding the transfer of unpaid Penalty Charge Notices to the bailiff service;
- The spend profile in relation to Section 106 payments in the Parks service, as Members are concerned that community benefits are not being realised quickly enough;

- A breakdown of the Corporate Initiatives spend, given that it was necessary to draw down from the relevant reserve in order to fund initiatives undertaken during the year.

Finally the Committee discussed the Corporate objective to 'Produce a five year plan to transform the Council's services and provide the resources to meet our targets' when it considered the Performance outturn at this meeting. We noted your comments regarding further information appearing in the 2014/15 Budget Strategy and the desire to budget plan over multiple years. However we would like further details of activity under this objective. Its wording would seem to indicate a deeper service-level change than was discussed at the meeting, despite your comments that 'transformational' activity does not achieve the required levels of savings and that there is a need to rely on more traditional types of savings.

I would be grateful if you would ensure that the Committee's comments and requests for further information are responded to, and I look forward to seeing you at Committee in September for the Committee's consideration of the Budget Strategy for 2014/15.

Yours sincerely,

**COUNCILLOR NIGEL HOWELLS**
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Joanne Watkins, Cabinet Office Manager
Members of the Policy Review & Performance Scrutiny Committee
Marcia Sinfield, Interim Section 151 Officer
Allan Evans, Operational Manager, Service Accountancy
Mike Davies, Head of Service, Scrutiny, Performance and Improvement

**Cardiff County Council, Atlantic Wharf, Cardiff Bay, CF10 4UW E-mail: nhowells@cardiff.gov.uk**

**LEADER'S OFFICE**
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My Ref / Fy Nghyf: CM25135

Your Ref / Eich Cyf:

Date / Dyddiad: 5th September 2013

Councillor Nigel Howells
Chair, Policy Review & Performance
Cardiff County Council
Atlantic Wharf
Cardiff
CF10 4UW

Dear / Annwyl Nigel,

Thank you for your letter dated 31st July and the Policy Review and Performance Scrutiny Committee's constructive feedback. I apologise for the delay in responding but would like to take this opportunity to address the observations and comments set out ion your letter.

- Officers are currently reviewing the additional Freedom of Information data required and I am informed that a new case management system is currently being considered which will allow easy access to the data. This should allow the additional breakdown requested (sector received by Portfolio) to be included, at the latest, by Q2 of this performance year.

- I am informed that the response times for Information requests have, as anticipated, increased. Figures will be confirmed in the Q1 Performance Report.

- I fully accept that there is a need to review and robustly challenge a number of the targets previously set. New processes are currently being developed to ensure that future target setting will be ensure targets will be both challenging but achievable.

- With regard to your comments regarding a specific objective of the Cabinet member for Finance, Business and the Local Economy, I am sure that Councillor Goodway will respond to your request for additional information.

- As you will be aware, the Peer Review has been undertaken and the final report is anticipated before the end of September. I would fully expect the

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Committee to consider the report and the Council's associated Action Plan at the earliest opportunity.

I am pleased to hear the Committee is still interested in developing a bespoke performance report and know that officers would welcome the opportunity to work with your members to ensure a suitable report is created to suit the needs of the Committee. I am informed that the Head of Performance & Improvement will endeavour to arrange training sessions on the CIS with all Committee members now the summer recess has come to an end.

Once again, I would like to thank the Committee for their comments and if you require any further information, please do not hesitate to contact me

Yours sincerely,
Yn gywir,

Heather Joyce

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

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

Date: 31 July 2013


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Councillor Heather Joyce
Leader
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Joyce,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 9 JULY 2013**
**Delivery and Performance Report Quarter 4 2012/13**

Thank you for attending the Policy Review and Performance Scrutiny Committee's July meeting to aid the Committee's consideration of the Performance Outturn for 2012/13. The Committee has asked me to relay a number of points as set out below:

- The Committee were glad to see that its comments have been taken into account and the service area breakdown for sickness absence has now been included in the Delivery and Performance report;
- Members were also pleased to note the further detail which has been included in the report regarding Freedom of Information requests received by the Council. However, Members would like to see an additional service area breakdown included in the report in future;
- The Committee noted that an improvement in compliance with the relevant response timescales for Information requests is anticipated in the first quarter of 2013/14;
- Members were concerned that some of the targets included in the report are ineffective. They highlight in particular STS/007 (fly-tipping enforcement activity), where the target is greater than 10%, but the outturn for 2011/12 was almost 48% and for 2012/13 was 56%. We would ask that the Performance team works with service areas to ensure challenging targets are in place next year;
- During the meeting, Members queried the objective under the portfolio of the Cabinet Member for Finance, Business and the Local Economy to 'Produce a five year plan to transform the Council's services and provide the resources to meet our targets'. The Committee was concerned that you had not seen the plan and that no further detail regarding this plan was available. I have separately asked the Cabinet Member, who attended the meeting for another item, to provide further details, as this activity remains lacking in clarity after over a year of operation for the Corporate Plan ;
- Members thank the Head of Service for Scrutiny, Performance and Improvement for his update regarding the ongoing Peer Review and have now received the details of the Panel members. We look forward to seeing the full results of the review in due course and would like confirmation of the timing of the publication of the report.

Members have previously expressed an interest in developing a bespoke performance report for the Committee. The Committee has now reviewed the service area information which is available on the Cardiff Improvement System and do not feel that this sufficiently meets our requirements. Having heard at the meeting that a review of other information captured across the Council is underway, we would be interested to receive the results of this in order to develop the report. Members queried during the meeting how the objectives' RAG statuses were arrived at and heard that these are determined using more specific milestones and actions sitting underneath. The Committee may decide to request this further detail for inclusion in the Committee's bespoke report.

Finally, we welcomed the offer to provide Committee members with training on the Council's Cardiff Improvement System. Those Members who have already taken up this offer found the training very useful. Please pass on the relevant details to the Principal Scrutiny Officer so that the Committee can take up this offer.

Yours sincerely,

**COUNCILLOR NIGEL HOWELLS**
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Christine Salter, Interim Head of Paid Service
Mike Davies, Head of Scrutiny Performance and Improvement
James Turvey, Principal Improvement and Delivery Manager
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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My Ref / Fy Nghyf: CM24862

Your Ref / Eich Cyf:

Date / Dyddiad: 3rd July 2013

Councillor Nigel Howells
Chair, Policy Review and Performance
Cardiff Council
Atlantic Wharf
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Dear / Annwyl Councillor Howell's,

**RE: POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 18TH JUNE 2013 – Review of the Post of Chief Executive**

Thank you for your letter dated 19th June 2013 and for arranging a special meeting of your Committee to consider these important issues.

I am pleased that you recognised in your letter that I came to the Committee with an open mind and this was re-enforced at the following day's Cabinet when I adjourned that meeting to allow my colleagues to fully consider the Committee's letter of representation which had been tabled at the meeting.

As you will now be aware, the Cabinet, having fully considered the matters, decided that the best way forward was to recommend Council to designate Christine Salter as Interim Head of Paid Service. The Cabinet also agreed to recommend to Council that "appropriate arrangements be put in place to recruit a Chief Executive", and that the Council's Employment Conditions Committee be recommended "to agree that the appointment be on the appropriate JNC salary scale at a point as close to the hay scale as possible and that the person specification and job description for the post be commensurate to the salary and terms and conditions on offer".

You will also be aware that Council accepted these recommendations at its meeting on 27 June 2013.

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Finally, I would like to put on record that listening to the views of other people has always been an important principle for me throughout my time in politics, and I am proud to say that this is a value that I have continued as Leader of this Council. I am happy to state that I will always listen to, and carefully reflect on, the views expressed by Scrutiny Committees, although I cannot guarantee that those views will always be taken on board.

Yours sincerely,
Yn gywir,

Heather Joyce

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

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

Date: 19 June 2013


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Councillor Heather Joyce
Leader
Cardiff Council, County Hall
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Dear Councillor Joyce,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 18 JUNE 2013**
**Review of the Post of Chief Executive**

Thank you for attending yesterday's special Policy Review and Performance Scrutiny Committee meeting regarding the review of the role of Chief Executive. Members were glad to hear that you came to the meeting with an open mind in terms of what the next steps will be. Members have asked me to sum up their comments and recommendations with regards to both the Chief Executive's longer-term replacement and interim arrangements, for consideration at this afternoon's Cabinet meeting.

Firstly, in terms of cover for the role of Chief Executive until recruitment can take place, the Committee heard that your preferred option was to take up the Welsh Local Government Association's offer to provide an interim Head of Paid Service on a consultancy basis. Members heard that this was your preference above the temporary appointment of an internal candidate under an 'acting up' arrangement. We noted your comments with regards to the capacity of current and incoming senior managers to undertake the additional duties that an acting up arrangement would involve and that in particular there are concerns with regards to taking away managerial capacity from Education Services. However, the Committee has a number of concerns with this option:

- While the cost of the arrangement would be borne by the WLGA, we should remain conscious that this would still be a considerable cost to public finds;
- The Administration has also made it clear on several occasions that it has aimed to move away from the use of external consultants and towards building up internal capabilities, which seems at odds with this option;
- The interim arrangement would only be funded by the WLGA for three months. As the recruitment process is highly unlikely to be concluded by that time, it would leave the Council to find an alternative arrangement for up to another three months, if the chosen candidate has to complete a notice period. You informed the Committee that this was likely to be an acting up arrangement. The Committee was particularly concerned that this would lead to a further period of uncertainty for the organisation;
- The Committee also discussed the specific appointee to be provided by the WLGA, as identified in the media. The Committee heard from the Chief Executive of the WLGA that the candidate has extensive experience in English local government and that this originally led to his selection as a member of the Independent Peer Review commissioned by the Cabinet. While the WLGA

feel that he will be able to successfully undertake both the roles of Head of Paid Service and Peer Reviewer, the Committee felt that this would be an inappropriate conflict of interest and may undermine the value of the Review.

- The Committee was also concerned that it is proposed that the candidate would work on only a part-time basis. Members feel that the Council needs a full-time resource given the various pressures which it is currently facing, including the ongoing Wales Audit Office's Corporate Assessment and significant financial challenges.

The Committee would stress that it welcomes the experience which the WLGA candidate could offer in his original proposed role as a member of the Peer Review Panel. However, Members strongly recommends that the Cabinet considers appointing an internal candidate on a temporary acting up basis until the recruitment process can take place. This would provide greater continuity to the organisation; would have less impact on stakeholder relationships, which have already been adversely affected by the publicity surrounding the proposals; and would offer greater benefits than a part-time, short term arrangement which would need to be reassessed in the very near future.

Secondly, with regards to a longer-term replacement for the current Chief Executive, the Committee heard that your preference was to create a new role of 'City Director', which would undertake fewer externally-facing duties and which could save around 15% on the current Chief Executive's salary. The Committee has a number of concerns around the proposed role:

- Members do not feel that adequate clarity has been established about the external duties currently undertaken by the Chief Executive which would shift to the Cabinet to provide sufficient distinction between the roles. The Chief Executive offered to provide a list of his current external facing duties and the Committee would like to take up this offer, but feel that this clarity should have been given in the Cabinet report to permit an informed decision;
- The Committee was also concerned that the shift towards a City Director post would create unnecessary pressures on the Cabinet in terms of their capacity to assume external duties as well as those they currently undertake;
- Members believe that the City Manager post may be seen as a 'downgraded' position in comparison to that of Chief Executive, meaning both that Cardiff's reputation nationwide may suffer and that we may not find a candidate of sufficient calibre;
- The Committee was concerned that the 'first among equals' status to be attributed to a City Director role would not allow the post-holder sufficient strength and direction in a relatively new senior management structure;
- Finally, Members wish to highlight issues with the City Director job description included with the Cabinet report. The Committee feels that it would be more appropriate for the role to 'support and advise Full Council' (as in the current Chief Executive job description) than 'support the Leader and Cabinet' only.

Despite the Committee's misgivings around the proposed City Director role, Members were pleased to hear from the WLGA that the number of Member-led bodies and partnership groups is increasing across Wales. We are very much in support of this agenda.

In terms of the option to create a shared Chief Executive post with a neighbouring authority, the Committee agrees that this is not appropriate at this time. Members feel that, in light of the challenges currently facing the Council, any arrangement where we would share a Chief Executive would take away vital capacity from the Council's management structure. The Committee also feel that as a capital city it is fitting for Cardiff to have its own dedicated Chief Executive. Members were however surprised that no discussions had been held to explore this option with other local authorities, feeling that Cabinet have not gathered sufficient evidence in this regard.

We therefore remain unconvinced by the evidence base to support the creation of a City Director role or to pursue a shared role, and recommend recruitment to a Chief Executive role should proceed as soon as possible. If the Cabinet wishes the role to concentrate on internal matters, this would remain within its control. However, continuing with the established role of Chief Executive role would prevent an unnecessary lack of clarity and loss of status within the organisation at a time of considerable flux. The Committee noted the desire to achieve budget savings by creating a City Director role. We would therefore encourage the Employment Conditions Committee to investigate whether a replacement Chief Executive can be recruited on a spot salary at the lower end of the current scale. The Committee further notes the Cabinet's intention to undertake a further review of senior management structures to deliver additional savings and would like to consider this at an appropriate point in its work programme. Please ensure that officers work with Scrutiny Services to schedule this.

Finally, the Committee would like to formally thank Jon House for his work as Chief Executive and to wish him well in his new role.

Yours sincerely,

**COUNCILLOR NIGEL HOWELLS**
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Jon House, Chief Executive
Steve Thomas, Welsh Local Government Association
Representatives of Unison, GMB and Unite Trade Unions
Councillor Cerys Furlong, Chair, Employment Conditions Committee
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

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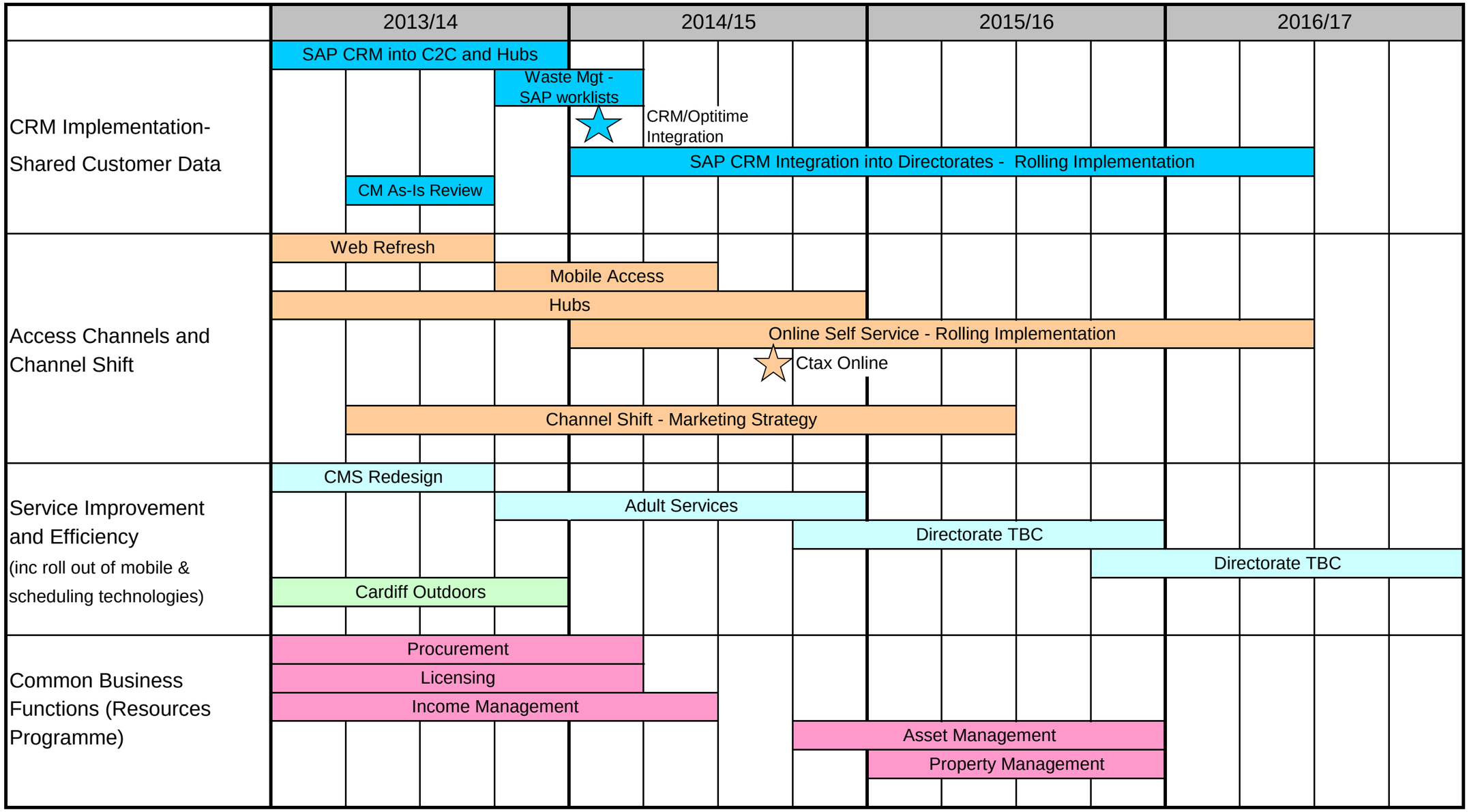
2013/14
2014/15
2015/16
2016/17
CRM Implementation-
Shared Customer Data
SAP CRM into C2C and Hubs
Waste Mgt - SAP worklists
CRM/Optitime Integration
SAP CRM Integration into Directorates - Rolling Implementation
CM As-Is Review
Access Channels and
Channel Shift
Web Refresh
Mobile Access
Hubs
Online Self Service - Rolling Implementation
Ctax Online
Channel Shift - Marketing Strategy
Service Improvement
and Efficiency
(inc roll out of mobile &
scheduling technologies)
CMS Redesign
Adult Services
Directorate TBC
Directorate TBC
Cardiff Outdoors
Common Business
Functions (Resources
Programme)
Procurement
Licensing
Income Management
Asset Management
Property Management

**CABINET SUPPORT OFFICE**
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My Ref: CM25041
Date: 22nd July 2013

Councillor Nigel Howells
Chair Policy Review & Performance Scrutiny
Cardiff County Council
Atlantic Wharf
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Dear Nigel,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 5 JUNE 2013 Customer Management - Cardiff Council Website**

Thank you for your letter dated 19 June 2013 which sets out the Committee's comments and concerns relating to the changes planned for the Council's website. I have provided a response to each of the points raised in the letter in the following paragraphs.

Implementation Timescales

Although the duration of the wider Customer Management programme will be in the region of four years, the work on the website is an early part of this: the majority of the customer facing changes (eg the site design, accessible services etc) will be completed before the end of 2013. Some of the technical improvements, which will lead to efficiency savings, are dependent on the delivery of the new Customer Relationship Management system (SAP CRM); but increasing the use of the web as an access channel has to start when the new site goes live.

Future Development

The reference by the Committee to future-proofing is noted. The use of Microsoft Sharepoint, a widely used off-the-shelf solution, should ensure that upgrades can be incorporated as a matter of routine when significantly improved versions of the software become available.

With regard to collaborative compatibility, the Council has made a major investment in SAP technology in a range of areas (eg finance and procurement, as well as customer management) so any future need to integrate with another authority would have much wider technological implications. It should be noted

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that SAP software is very widely used in many industry sectors, and it is therefore likely that external software specialists could integrate it with another Council's systems if this were to be required.

Accessibility and Social Media

Accessibility is a high priority within the website refresh work. The new website is being developed in collaboration with the Council's Access Officer and, through him, the Accessibility Group. Members of the group will be directed to our online survey and blog, as well as being invited to comment on new designs and the usability of the site. The Access Officer will also be asking relevant disability organisations (including RNIB) to engage with the website before it goes live, and this will therefore maximise disability user engagement.

In addition,officers shall be working with the independent Digital Accessibility Centre to ensure a full and thorough accessibility audit of the website is carried out. They will test the new site in relation to a wide range of disabilities and this will be done by their user testers, all of whom are people with disabilities . They will ensure the new site meets the latest Web Content Accessibility Guidlines (WCAG2.0).

I am also happy to assure the Committee that officers are giving very serious consideration to the challenges posed by social media in accessing services. Given our stated intention to provide consistent services to customers regardless of the chosen means of access, this is not straightforward; but I shall request that officers keep the Committee up to date with developments in this emerging area.

Governance

I note the Committee's request to be kept informed about the governance model for the website, and have asked that officers engage with the Committee as the model is developed. I further note the Committee's point regarding the link with the Improvement and Information Management team, and can confirm that arrangements have already been made to ensure this link is in place.

Feedback

It is intended to embed two-way customer feedback as part of the wider programme. Firstly, by increasing the range of mechanisms to capture feedback **from** customers relating to our performance and customers' experience of our services. Secondly, the capability offered by the new SAP CRM system will be used to provide useful feedback **to** customers on their service requests, cases and other interactions with the Council. This should reduce the number of unnecessary contacts and lead to service efficiencies, as well as improving customer satisfaction.

Customer Management Roadmap

Further to the offer which was made regarding a more detailed roadmap, I have enclosed with this letter the latest version of the roadmap document which has been prepared by officers.

I hope the information I have provided addresses the Committee's specific concerns, and I note the intention to maintain involvement with the developments in the Council's customer management approach. I shall, of course request that officers liaise with Scrutiny Services at the appropriate times.

Yours sincerely,

**Councillor Luke Holland**
**Cabinet Member-Social Care, Health & Wellbeing Adult Services & Communications**

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

Date: 19 June 2013


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Councillor Luke Holland
Cabinet Member Social Care, Health and Wellbeing
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Holland,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 5 JUNE 2013**
**Customer Management – Cardiff Council Website**

Please thank your Cabinet colleague and officers for attending the meeting of the Policy Review and Performance Scrutiny Committee on your behalf for its consideration of the forthcoming changes to the Council's website.

Members of the Committee have been concerned for some time that the website is not fit for purpose, so were pleased to hear that these improvements are under development. The Committee understands these changes as part of the wider programme to modify the way in which the Council manages its relationship with customers, which the Committee has considered in previous meetings. The website is being developed as an access channel, rather than simply a communications tool. Members were concerned however that there is a long implementation timescale and that in four years time we may not have reached the point we want to in terms of customer service via the web.

Members also urge that, as far as possible, developments to the website should be future-proofed. The Committee expressed its concern at the meeting that the development of any bespoke solutions for our website may mean that there would be difficulty in upgrading our technology in future. Members were also concerned that little thought seems to have been given to future regional collaboration with other local authorities. It is possible that great expense could be wasted on developing our website in a way which will be incompatible with future partnerships. Members were informed that the Vale of Glamorgan, for instance, does not use SAP and that this would pose an issue in any future collaborative customer relationship management.

The Committee queried whether due regard was being paid to making the website accessible to people with disabilities. Members were informed that officers are working with the Royal National Institute of Blind People and would like to receive more information about this work. The Committee once again reiterates its point that we must ensure that customers have access to their preferred method of communication with the Council. Members also recommend that further thought is given to the use of social media as an access route for Council services. Members understand that there are issues with this, in terms of raising customer expectations of immediate responses that may be difficult to meet, for example. There may also be difficulties in ensuring a consistent level of service between different access

channels. However, if the Council does not look into this area, we risk excluding a section of the population who largely use this method of communication.

Members heard that website governance is vital to ensure that the information on the website and the types of services it offers are appropriate, consistent and well-managed in future. In the past the website has been updated and managed in a quite inconsistent way by individual service areas, rather than by a centrally resourced team. Members would like further information about this governance once it has been fully developed. The Committee further notes that the proper management and use of information is an important aspect of this governance. This has an impact in terms of both the appropriate release of information to the public and our use of customer data to provide a better service. We urge you to ensure that Customer Services officers work closely with the Improvement and Information Management team to ensure a joined-up approach.

Members also urge consideration of the quality of the Council's response to requests for service via any medium. The Committee commented at the meeting that greater use should be made of customer feedback to ensure that our responses are of a consistently high standard.

As there are forthcoming large-scale changes across the Council's customer management strategy, the Committee will aim to keep a watching brief on this area. Please ensure that officers continue to work with Scrutiny Services to schedule further discussions and pre-decision scrutiny as necessary.

Finally, the Committee would like to accept officers' offer to provide the more detailed roadmap which has been prepared regarding changes to customer management.

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

Yours sincerely,

**COUNCILLOR NIGEL HOWELLS**
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Councillor Russell Goodway, Cabinet Member for Finance, Business and the Local Economy
Sarah McGill, Director, Communities, Housing and Customer Services
Ross Maude, Chief Enterprise Architect
Mike Davies, Head of Service, Scrutiny, Performance and Improvement
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review & Performance Scrutiny Committee

**Cardiff County Council, Atlantic Wharf, Cardiff Bay, CF10 4UW E-mail: nhowells@cardiff.gov.uk**

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


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Neuadd y Sir
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Ffôn: (029) 2087 2000

My Ref / Fy Nghyf: CM24860

Date / Dyddiad: 3rd July 2013

Councillor Nigel Howells
Chair, Policy Review and Performance
Cardiff Council
Atlantic Wharf
Cardiff
CF10 4UW

Dear / Annwyl Councillor Howells

**RE: POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 5TH JUNE 2013 – Wales Audit Office (WAO) Corporate Assessment and Peer Review**

Thank you for your letter dated 19th June 2013 and I can confirm that I have passed on your thanks to the Cabinet Member for Finance, Business and the Local Economy for attending the meeting on my behalf.

With regard to the makeup of the Peer Review Team, I understand that the Welsh Local Government Association intends to make an announcement over the next week in this regard. I can also confirm that I have passed on your recommendation regarding full engagement with Trade Union colleagues to the WLGA to enable the Peer Review panel to take this into consideration when planning and co-ordinating their activities.

With regard to Scrutiny consideration of the outcomes of the Peer Review and Corporate Assessment processes, I agree that this will be an important part of the Council's consideration of these matters and have asked the Chief Executive to make appropriate arrangements once these matters are considered by Cabinet. I can also confirm that the Head of Scrutiny, Performance and Improvement has arranged for Committee Members to have access, before the end of this week, to the "Virtual Zone" that you refer to in your letter.

Finally, with regard to your comments regarding early engagement in the 2014/15 and 2015/16 Budget processes, I can confirm that I have passed your views on to Councillor Goodway.

Yours sincerely,
Yn gywir,

Heather Joyce

**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

Swyddfa'r Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW
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In My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 19 June 2013


County Hall
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Neuadd y Sir
Caerdydd,
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Ffôn: (029) 2087 2088

Councillor Heather Joyce
Leader
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Joyce,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 5 JUNE 2013**
**Wales Audit Office (WAO) Corporate Assessment and Peer Review**

Please pass my thanks to the Cabinet Member for Finance, Business and the Local Economy for attending the Policy Review and Performance Scrutiny Committee meeting on your behalf, to aid the Committee's consideration of the Wales Audit Office's impending Corporate Assessment and the Peer Review of the Council.

The Committee was informed that the WLGA has not yet identified those who will be undertaking the Peer Review; once this has been confirmed, please pass this information on to the Committee.

We noted that the results of the Peer Review will be used to inform incoming senior managers as they take up their posts. However, Members were concerned that a key element of any review of the delivery of the Council's services – the views of the customer – will be missed in the Peer Review arrangements. While we understand the time constraints on completing this work, we would urge you to address this issue. The Committee also recommends full engagement with Trade Union colleagues, which is not necessarily guaranteed if they are treated as simply another stakeholder group.

Members would also like to consider the results of both the Peer Review and the Corporate Assessment, so that the Committee use the reports to inform its work programme. Please ensure that officers work with Scrutiny Services in order to schedule an appropriate agenda slot. The Committee would also like to take up the Chief Executive's offer of access to the 'virtual zone' which has 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.

Finally, Members noted that early engagement in the 2014/15 and 2015/16 budget processes is considered vital. The Committee welcomed the Cabinet Member's comment that the consultation process will be revised next year, as the Committee previously noted concerns with the 2013/14 budget consultation. The Cabinet Member stated that there are 'no sacred cows' in terms of services to be protected from the effects of a settlement which is likely to be worse than predicted. In the light of this, wider and early engagement, particularly with Scrutiny Committees, must be improved as part of this year's process.

I would be grateful if you would ensure that the recommendations and requests contained in this letter are responded to at the earliest opportunity.

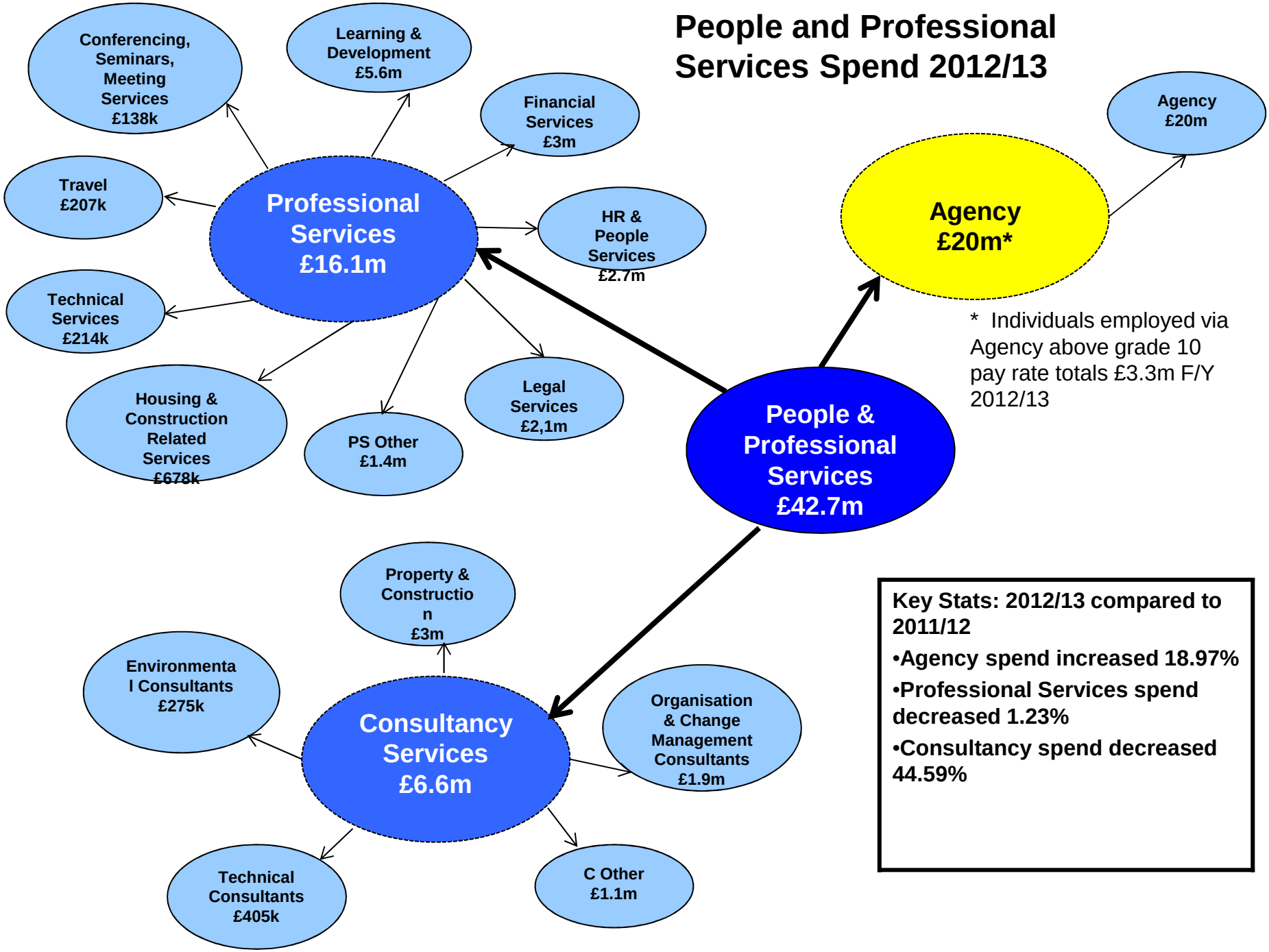
Yours sincerely,

**COUNCILLOR NIGEL HOWELLS**
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Jon House, Chief Executive
Councillor Russell Goodway, Cabinet Member for Finance Business and the Local Economy
Steve Barry, Wales Audit Office
Mike Davies, Head of Scrutiny Performance and Improvement
Joanne Watkins, Cabinet Office Manager
Members of the Policy Review & Performance Scrutiny Committee

**Cardiff County Council, Atlantic Wharf, Cardiff Bay, CF10 4UW E-mail: nhowells@cardiff.gov.uk**

# People and Professional Services Spend 2012/13

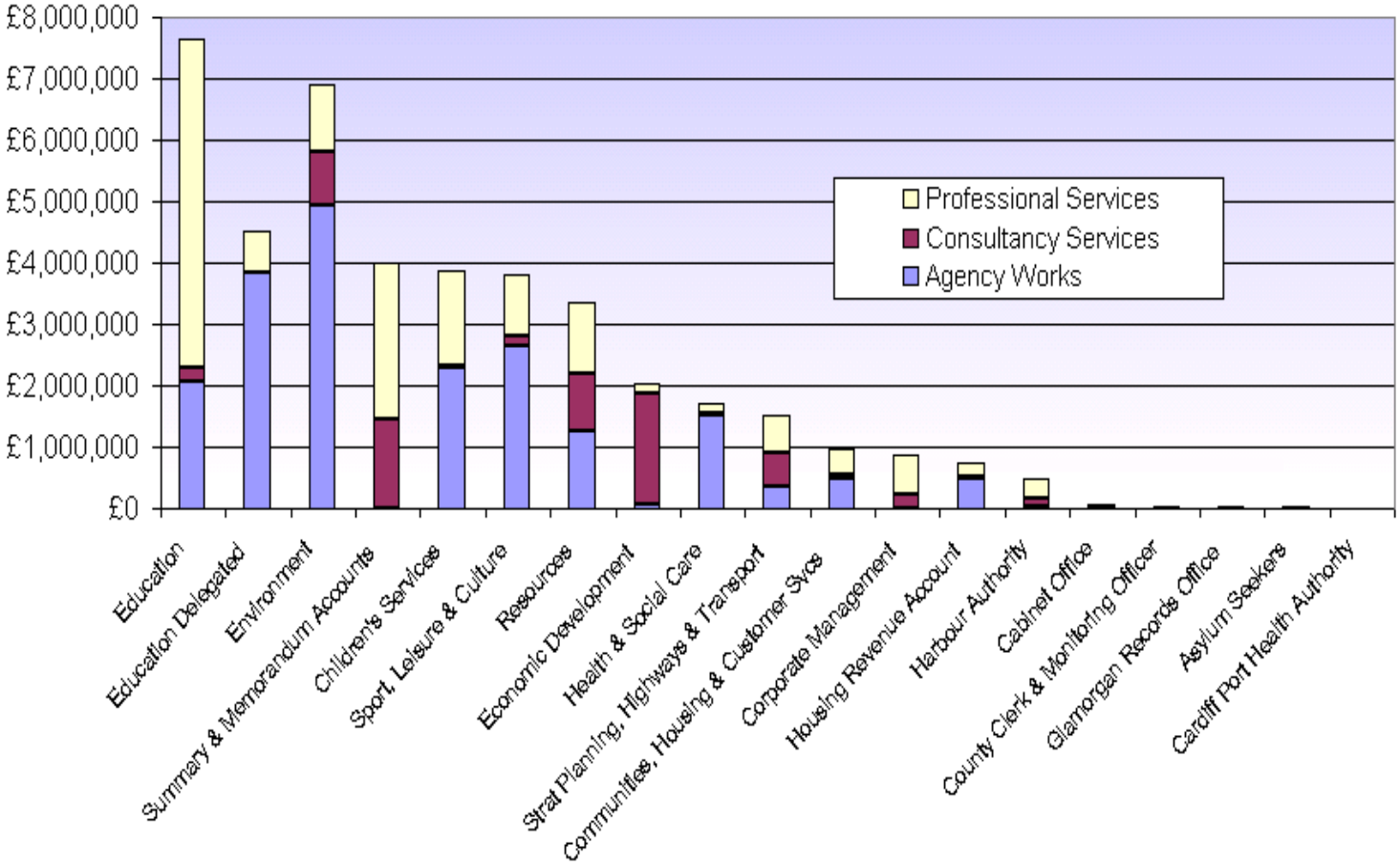



* Individuals employed via Agency above grade 10 pay rate totals £3.3m F/Y 2012/13

**Key Stats: 2012/13 compared to 2011/12**

- **Agency spend increased 18.97%**
- **Professional Services spend decreased 1.23%**
- **Consultancy spend decreased 44.59%**

# People and Professional Services Spend by Directorate 2012 - 13



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

Date: 23 May 2013


**County Hall**
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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 (SQuID) 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,

Elizabeth Clark

**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

**Cardiff County Council, Atlantic Wharf, Cardiff Bay, CF10 4UW E-mail: eclark@cardiff.gov.uk**

**Policy Review Performance Scrutiny Committee**
**Correspondence**

| Committee date | Committee item | Recipient | Comments/Information requested | Response | Further Action |
|---|---|---|---|---|---|
| 04/07/2012 | Internal Services Strategy & Technology Framework 2012-15 | Cllr Heather Joyce | Committee:<br>- Encouraged full collaboration in sharing ICT best practice<br>- Recommended ICT procurement is addressed, as Council not achieving as low prices as could be expected<br>- Recommended reconsideration of delegation of ICT budgets<br>- Would look to schedule consideration of Council's website<br>- Was concerned that objectives in strategy were not measurable<br>- Stressed need for equality of access to information<br>- Made comments regarding use of Cloud technology | Response:<br>- Notes the Committee's recommendations<br>- States that bids to be put forward in 2013/14 budget to address ICT<br>- Comparative indicators are being investigated to ensure that the Strategy is measurable.<br>- Website item has now been scheduled for June 2013 | None |
| 04/07/2012 | 2011/12 Qtr 4 performance | Cllr Heather Joyce | Committee:<br>- Commented that the Quarterly report should be made more accessible, avoiding acronyms<br>- Was concerned that the links between Personal Performance and Development Reviews and wider performance management are not strong enough<br>- Recommended greater use of trend analysis<br>- Requested further information regarding sickness absence levels<br>- Was concern that target setting is not clearly justified or sufficiently challenging<br>- Noted a number of items for future scrutiny: information management, data protection and risk management training | Response stated that:<br>- Performance report content and format is under review; Committee's comments have been noted<br>- Comments regarding PPDRs have been passed to Corporate Chief Officer Shared Services.<br>- Committee has since considered Information Management and the Council's Corporate Risk Register/risk methodology | None |
| 05/09/2012 | Senior team model | Chief Executive | Committee:<br>- Was unconvinced by the evidence base for the change or that the proposed structure would result in improved services<br>- Felt that the structure may increase silo working<br>- Felt that full costs were not satisfactorily identified<br>- Were concerned that the restructure would cause significant disruption. Recommended that it should be staggered.<br>- Commented that a Director level Scrutiny/Member Support post was unnecessary | - No formal response requested<br>- 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 | Cllr Russell Goodway | Committee:<br>- Was satisfied with approach to Equal Pay and Living Wage<br>- Requested costs of legal advice in securing the Equal pay settlement | - Costs provided | None |
| 24/10/2012 | Welfare Reform | Christine Salter | Committee:<br>- Requested briefing paper on Council Tax benefit policy<br>- Requested Council's response to Welsh Government consultation | 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 | Recipient | Comments/Information requested | Response | Further Action |
|---|---|---|---|---|---|
| 24/10/2012 | Transformation | Cllr Russell Goodway | Committee:<br>- Commented on the governance arrangements in place<br>- Requested details regarding Wave 2 projects, identifying which were not proceeded with and why | Response:<br>- Stated that Transformation has been abandoned.<br>- Made comments regarding the consultants used on Transformation<br>- Stated that there was strong ongoing governance of projects<br>- 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<br>- 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 | Mike Davies | - Committee will consider development of its own Performance report | Not required | - A bespoke report is under development for Quarter 4 2012/13.<br><br>UPDATE 10/09/2013<br>Those relevant PIs which are available on CIS were presented to Committee on 9th July. The Committee was also informed that the Performance team in undertaking a review of data available councilwide (but not necessarily captured on CIS) and will review this information in order to develop a more rounded report. |
| 16/11/2012 | Callaghan Square | Cllr Russell Goodway | - Decision was not referred back<br>- 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. | - 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.<br>UPDATE 09/07/2013<br>A copy of the letter has been seen by the Chief Executive and the Minister has been requested to confirm if this can be released to the Committee<br>UPDATE 10/07/2013<br>The Chief Executive has now written to the Chair confirming that the Minster has confirmed that this letter cannot be released to Committee on the grounds of commercial confidentiality. |

**Policy Review Performance Scrutiny Committee**
**Correspondence**

| Committee date | Committee item | Recipient | Comments/Information requested | Response | Further Action |
|---|---|---|---|---|---|
| 28/11/2012 | Draft Attendance & Wellbeing policy | Cllr Russell Goodway | Committee:<br>- 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.<br>- Was concerned that the proposals had been made public via Scrutiny and the media. Proposals should be handled more carefully in future.<br>- Commended positive approaches e.g. preventative initiatives and Employee Counselling Service<br>- Recommended that the targets included in the original inquiry report are included in the Corporate Plan<br>- Requested an explanation of static sickness absence levels<br>- Requested that Industrial accident levels should be made explicit in the monitoring of sickness<br>- Recommended that a measure of flexibility should be retained in applying the policy<br>- Requested further information regarding the Mutual Fund after January 2013, once Headteacher conferences have taken place<br>- Recommended ongoing commitment to the Critical Illness Policy<br>- Wish to monitor the training for managers in managing sickness absence<br>- Will look to schedule an update to monitor the implementation of the Policy in 2013/14<br>- Wish to see the Equality Impact Assessment of the Policy | Response:<br>- Non-payment had been raised by officers on a working group set up to review the Policy.<br>- Flexibly applying the Policy may have resulted in inconsistencies, and would have entailed new terms and conditions for staff<br>- The targets recommended by the original Inquiry would be unlikely to be achieved, so the targets will be recalibrated based on current information<br>- The Equality Impact Assessment needs to be reviewed once the draft Policy is finalised. This will be available to Members via CIS once complete<br>- Mandatory e-learning will be rolled out for managers regarding sickness absence<br>- The Mutual Fund information will be made available in early 2013<br>- The Critical Illness Policy will be maintained whilst being merged into the Attendance & Wellbeing Policy. Briefing attached<br>- 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<br>- The statistics regarding sickness must be carefully analysed with regarding any static levels of sickness | - Mutual Fund information<br>- Committee may like to consider the implementation of the Policy as well as its Equality Impact Assessment |
| 28/11/2012 | Connect 2 Cardiff | Cllr Lynda Thorne | Committee:<br>- 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<br>- Wished to be kept informed regarding any expansion of the service<br>- Recommended that the Council must avoid a 'two-tier' system which favours those with internet access<br>- Queried whether C2C can be used to generate income<br>- Requested a ward-by-ward breakdown of complaints | Response:<br>- 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<br>- Requested information was supplied<br>- Committee is considering the website in its June 2013 meeting | None |
| 28/11/2012 | Draft Complaint policy | | Committee:<br>- Was content with draft Complaints Policy, but recommend that it is publicised as widely as possible<br>- Recommended that the Policy should also incorporate compliments and comments<br>- Noted that there are discrepancies in how service areas handle complaints and hope that these will be addressed | Response:<br>- Policy will be publicised appropriately<br>- 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 | Christine Salter | Committee:<br>- Requested a breakdown of income generation councilwide<br>- Requested Information regarding overpayment of VAT on trade waste and landfill tax.<br>- Noted the expectation that projected overspend will be corrected by end of the year<br>- Noted that budget monitoring scrutiny is difficult to achieve given timescales | Response<br>- Breakdown of income generation provided<br>- Information regarding VAT overpayment and Landfill provided<br>- Monitoring position had improved at Month 8 | None |

**Policy Review Performance Scrutiny Committee**
**Correspondence**

| Committee date | Committee item | Recipient | Comments/Information requested | Response | Further Action |
|---|---|---|---|---|---|
| 16/01/2013 | 2012/13 Qtr 2 performance | Cllr Heather Joyce | Committee:<br>- Unsatisfied with information surrounding targets and with comparative data available<br>- Was concern that the report does not link to the Corporate Risk Register; mitigating actions should be included in the performance reports<br>- Recommended that trend analysis data should be included in with outturn report<br>- Recommended that sickness by service area to be included in report<br>- Welcomed CEx's offer to provide an update on the Performance & Information project, which is addressing how the Council manages performance<br>- Will schedule a scrutiny of Information Management | Response:<br>- 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<br>- Questions around target setting should be addressed to relevant Chief Officers as it was considered inappropriate to include with the report<br><br>- Outturn report will be published summer 2013<br>- Sickness absence data has been improved with Quarter 3 report<br>- 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 |
| 16/01/2013 | Corporate Risk Register | Cllr Huw Thomas | Committee:<br>- Requested a copy of the Marsh Welfare reform report<br>- Requested scrutiny of the 'opportunity register' once this is put into practice<br>- Recommended consideration of the links between the Risk Register and quarterly performance reporting<br>- Noted the ICT risk and Info Governance.<br>- Noted that the Risks should be reflected in the budget proposals | Response<br>- Further work will be done with officers regarding capturing opportunities<br>- 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 | Leader | Committee:<br>- Welcomed structure of Corporate Plan but Committee was unsatisfied with links between the Plan and the What Matters Strategy<br>- 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<br>- Welcomed moves to include more comparative data<br>- Was concerned that insufficient attention was paid to Ask Cardiff data in establishing priorities | Response:<br>- Grateful for Committee's positive comments<br>- Further document showing links between the Corporate Plan and What Matters supplied<br>- Committee has been offered a bespoke performance report which could address its identified need for greater performance monitoring<br>- Will reflect on comments regarding Ask Cardiff for next year | Monitoring via performance reports |
| 20/02/2013 | Budget Proposals 2013/14 | Leader | Committee:<br>- Was concerned about the accessibility of the Budget Proposals and the potential confusion their wording may have caused in the public<br>- Commented on the budget consultation process<br>- Was concerned that Cabinet members made statements to the media which appeared to pre-empt the budget process<br>- Was concerned that engagement with those affected - officers, third sector and public - had not been sufficiently robust<br>- Requested improvement to information made available to Scrutiny<br>- Will seek to better understand the assessment processes which budget proposals undergo | Response:<br>- Will review how budget consultation is undertaken for next year<br>- Will ensure robust engagement with those affected by proposals going forward<br>- Administration has chosen to treat voluntary sector in a similar way to its own departments when asking for savings<br>- 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 |

**Policy Review Performance Scrutiny Committee**
**Correspondence**

| Committee date | Committee item | Recipient | Comments/Information requested | Response | Further Action |
|---|---|---|---|---|---|
| 06/03/2013 | Strategic Equality Plan annual review | Cllr Lynda Thorne | - No further info requested<br>Committee:<br>- Noted the aim to mainstream equalities duties<br>- Noted that 'inequality' can cover issues other than the protected characteristics (e.g. socio-economic inclusion)<br>- Noted that the Equality Impact Assessment process is being embedded | Response<br>- 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 |
| 06/03/2013 | Information Management | Leader | Committee:<br>- Noted that a Scrutiny Inquiry into Information Management would be welcomed and will aim to include in 2013/14 work programme<br>- 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 | Response:<br>- An inquiry would very much be welcomed<br>- Information was provided regarding sources and types of requests (the latter at a high level); the number outside the timescales and compliance rates<br>- Average cost of dealing with a request is not yet available | 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. |
| 17/04/2013 | Non-Operational Property | Cllr Russell Goodway | Committee:<br>- Made clear its disappointment that Cllr Goodway did not attend and that Committee did not have access to the full draft Cabinet report<br>- Commented that there seems to be a lack of vision around the use of non-operational property<br>- Recommended that the social and community benefits of the estate should be considered, as well as the financial benefits<br>- Commented that the Review has featured on the Cabinet Forward Plan for months without being considered, making planning effective scrutiny difficult<br>- Welcomed moves to monitor performance of the estate and to compare this to other cities<br>- 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. | Response:<br>- 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.<br>- A review of workshops is being undertaken and the two issues will be dealt with in one report. Timescale to be determined.<br>- Cllr Goodway will reflect on the Committee's request to consider the report in pre-decision at the appropriate time | - Committee may like to insist the report is included in the 2013/14 work programme<br>- Timescale for report to return to Scrutiny to be determined.<br>- When it returns, check whether points have been addressed.<br>UPDATE 09/07/2013<br>Officers have stated that the report may go to September Cabinet in conjunction with a review of the Council's workshop estate<br>**UPDATE 12/08/2013**<br>**Officers have confirmed that the report will not be ready for September Cabinet. Date has yet to be confirmed.** |

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| 15/05/2013 | Commissioning & Procurement | Cllr Russell Goodway | Committee:<br>- Noted a number of anticipated improvements to the procurement process which should make it easier for suppliers<br>- Were concerned that lotting strategies are not necessarily helping small suppliers<br>- Noted that the team has good buy-in from current senior managers and hope that this will not be affected by senior management restructures<br>- Emphasised the non-financial benefits which the Council's external spend can have<br>- Recommended that a method of monitoring the Council's local spend is devised and included with regular contract compliance monitoring<br>- Sought to understand if local multiplier effect can be built into contracts, as well as community benefits issues and the living wage<br>- Requested breakdown of anticipated £8 million procurement savings<br>- Will seek to include contract monitoring (re. quality) in 2013/14 work programme<br>- Requested a breakdown of People and Professional spend category | Response:<br>- Officers have been asked to make arrangements for non-compliance reports to be included in Cabinet performance monitoring arrangements. This information has not been included in the Delivery and Performance 2012/13 outturn report.<br>- The Team is making arrangements to brief new Senior Managers on Commissioning arrangements, including their own Directorate procurement spend, current budgeted savings opportunities and non-compliant spend.<br>- Further information on how the Council supports businesses to engage with the Council was included with the response<br>- Work is ongoing to improve data around local spend<br>- Officers are exploring if the Living Wage can be built into contracts, and will conclude this work in the autumn<br>- Medium term Commissioning and Procurement savings plan was included with response<br>- Officers are currently mapping the People and Professional spend against the new senior management structure, and this will be available in July. | Committee may like to consider contract monitoring or community benefits in procurement in 2013/14 work programme<br>UPDATE 09/07/2013<br>- Monitor whether compliance information is included with Performance reports in 2013/14<br>- Establish if local spend data is improved as per response<br>- Committee may wish to explore the medium term savings plan in more depth in 2013/14 budget monitoring, given the levels of savings targeted and the shortfall against 2012/13 Commissioning and Procurement savings (as per Budget Outturn report to Committee 09/07/2013)<br>- Request People and Professional spend breakdown - July 2013<br>- Confirm conclusion regarding Living Wage in contracts - Autumn 2013<br>**UPDATE 12/08/2013**<br>**People and Professional Breakdown has now been provided.**<br>**Officers have confirmed that there is an intention to take a Living Wage report to Cabinet in late Autumn/Winter to decide a way forward.** |

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| 05/06/2013 | Customer Management - Cardiff Council Website | Cllr Luke Holland | Committee:<br>- Welcomed the forthcoming changes to the website<br>- Was concerned that thought should be given to 'future proofing' the website in terms of potential technology upgrades and regional collaboration<br>- Emphasised the need to make the website accessible and ensuring other methods of contact are available to customers<br>- Emphasised that the Council should explore social media as a valid form of contact and of making service requests<br>- Noted that governance of the website is vital<br>- Urged that the quality of responses should be considered, whatever medium is used<br>- Will keep a watching brief on the development of the Customer Management programme | **- Majority of customer facing work will be compete by the end of 2013, although the technical improving (which will lead to efficiency savings) dependent on delivery of new SAP CRM system, but increasing use as an access channel has to start as new site goes live**<br>**- MS SharePoint should ensure future proofing. Technological collaboration would have much wider implications given the extent to which the Council uses SAP already**<br>**- Website it being developed with the Council's Access Officer and disability organisations to ensure accessibility**<br>**- Officers are giving serious consideration to interaction with social media and will keep Committee up to date**<br>**- Committee will be kept informed regarding development of website governance. The Improvement and Information team is involved in the project**<br>**- Two-way customer feedback will be embedded as part of the Customer Management programme** | Committee may like to consider Customer Management further as part of its 2013/14 work programme |
| 05/06/2013 | WAO Corporate Assessment and Independent Peer Review | Leader | Committee:<br>- Asked for the confirmation of Independent Peer Review Panel membership when confirmed<br>- Was concerned that the customer view was not being taken sufficiently into account in the Peer Review process<br>- Recommended fuller engagement with Trade Unions than had been planned<br>- Would like to consider the results of both the WAO Corporate Assessment and the Independent Peer Review as part of its 2013/14 work programme<br>- Would like to take up the offer of access to the 'virtual zone' which will store information for the WAO Corporate Assessment<br>- Noted comments regarding the need for early engagement in the budget setting process and asked for engagement with Scrutiny, and the consultation process, to be improved for the 2014/15 budget round | **- Panel membership was however confirmed at Special Committee meeting on 18/06/2013**<br>**Response**<br>**- Recommendations regarding engagement with Trade Unions have been passed on to the WLGA**<br>**- Final Panel membership will be announced by the WLGA in the coming week**<br>**- The Chief Executive will make arrangement for the Committee to consider the WAO Corporate Assessment Peer Review once these have been presented to the Cabinet**<br>**- The Head of Service Scrutiny Performance and Improvement is making arrangement of access to the 'virtual zone'**<br>**- The Committee's comments regarding the Budget process have been passed on to the Cabinet Member** | **- Committee may like to schedule a scrutiny of the WAO Corporate Assessment and Independent peer Review as appropriate in 2013/14, and may like to consider Trade Union engagement in the process at that point**<br>**- Committee may like to follow up on engagement in the Budget process in its consideration of the Budget Strategy** |

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| 05/06/2013 | Engagement with Scrutiny | Cllr Russell Goodway | Committee:<br>- Expressed concern over the speed and paucity of Councillor Goodway's responses over the course of the year and urged him to investigate why some letters seemed to have gone missing and to ensure that all points and recommendations were addressed in future<br>- Requested an update on the WG Callaghan Square letter<br>- Expressed their concern about Cabinet attendance at Committee meetings | Not yet received | |
| 18/06/2013 | Review of Chief Executive Role | Leader | In terms of proposals for an Interim Head of Paid Service, Committee:<br>- were concerned with the Leader's preferred option of taking up the WLGA on its offer of providing an interim Head of Paid Service and recommended that an internal candidate be given an honorarium instead.<br>In terms of the replacement for the Chief Executive, Committee:<br>- was concerned that there was an insufficient evidence base for the creation of a 'City Director' role with fewer external facing duties and recommended that a replacement Chief Executive be recruited<br>- urged Employment Conditions Committee to explore the possibility of appointing the replacement on a spot salary at the lower end of the current Chief Executive's pay scale | The Committee's letter was presented to Cabinet at its meeting on 19 June 2013. The Cabinet adjourned its meeting to reconvene on 26 June, to give it time to consider the Committee's comments. The Cabinet subsequently agreed that Christine Salter should be recommended to Council as interim Head of Paid Service, Marcia Sinfield to replace her as Section 151 officer, and that a replacement Chief Executive should be recruited. Cabinet also recommended that Employment Conditions Committee should agree that the appointment should be on the appropriate JNC salary scale as close to the Hay scale as possible. The post has since been advertised at £170k, lower than the current Chief Executive's starting salary point of £176,376.<br><br>A response was received on 3 July 2013 confirming these issues | **UPDATE 14/08/2013**<br>**Details of the former Chief Executive's external duties have now been received and circulated to the Committee** |
| **09/07/2013** | **Budget Outturn 2012/13** | **Cllr Russell Goodway** | **Committee:**<br>**- Was concerned by capital slippage and urge Finance to work with service areas to profile spend more effectively**<br>**- Noted the cost of SAP licenses and that this is not expected to increase**<br>**- Requested a subjective breakdown be included in future monitoring reports**<br>**- Requested information regarding payments to Northampton Council regarding Penalty Charge Notices**<br>**- Requested the spend profile in relation to the Section 106 payments in Parks**<br>**- Requested a breakdown of the Corporate Initiatives spend**<br>**- Requested further information on the '5 year plan' to transform Council services'.** | **Not yet received** | |

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| 09/07/2013 | Delivery & Performance Report 2012/13 Q4 | Leader | Committee:<br>- Requested further source of request vs service area breakdown of Freedom of Information requests<br>- Noted that compliance levels for responding to FOI requests within set timescales are predicted to improve in Quarter 1 of 2013/14<br>- Was concerned that target-setting still seems to be ineffective (ref. STS/007 flytipping target, which has been comfortably met, but not reviewed)<br>- Queried the objective to 'produce a 5 year plan to transform Council services'<br>- Looks forward to receiving the results of the Peer Review and asks for the timing to be confirmed<br>- Will look to develop a bespoke performance report with the additional information which the Improvement team is currently reviewing councilwide | - The requested FOI breakdown should be included in the Qtr 2 performance report<br>- FOI response times are still anticipated to improve and this should be apparent in eth Qtr 1 report<br>- New processes are being established to test targets more effectively<br>- Councillor Goodway will response with regards to the 5 year plan<br>- The peer Review results will be available soon | - Response from Councillor Goodway regarding the 5 year plan |