
CORRESPONDENCE – INFORMATION REPORT

Background

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

Issues

2. 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:

9 July 2013 meeting

3. In July 2013, the Committee considered the Council's budget outturn for the last financial year. A copy of the Chair's letter is attached at **Appendix B**. The response of the Cabinet Member for Finance & Economic Development is attached at **Appendix C**.

12 September 2013 meeting

4. In its September 2013 meeting, the Committee considered the Budget Strategy 2014/15. A copy of the Chair's letter following the meeting is attached at **Appendix D**. A response is awaited.

Legal Implications

5. 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

6. 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)

25 September 2013

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

Date: 18 September 2013



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Councillor Russell Goodway
Cabinet Member Finance & Economic Development
Cardiff Council, County Hall
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Dear Councillor Goodway,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
12 SEPTEMBER 2013 – Budget Strategy 2014/15**

Thank you for attending the meeting of the Policy Review and Performance Scrutiny Committee which considered the Council's Budget Strategy for 2014/15. Committee Members had a number of comments which they have asked me to relay.

The Committee was grateful for the briefing provided by you and the Interim Section 151 Officer. It is clear that the Council faces a considerable challenge to meet the anticipated gap in funding over the medium term. The Committee noted the savings drivers set out in the report, including those which are policy-led, business process-led, and the more traditional directorate-led savings. The Committee has a long-standing interest in the former Transformation Portfolio and has queried with you on previous occasions the detail of your portfolio objective to develop a five year plan to look at how service delivery can be maintained and improved given reduced resources. The Committee therefore wishes to be kept informed as these plans are developed and asks that we continue to work together to strengthen the Committee's working relationship with you as Cabinet Member.

In terms of developing savings proposals, Members discussed at the meeting the difference between those services which the Council must or should deliver for the citizens of Cardiff and those which are 'nice to have'. The budget process is inevitably portfolio- and directorate- focussed, but there is a need to take a more holistic view point. The potential impact of cuts to one 'nice to have' service on other essential services must be considered. We noted that you are developing relationships with partners in order to find a way forward for some non-essential services currently delivered by the Council and your statement that you are interested in Scrutiny Members' views in this area. We hope to engage fully with you in the development of these ideas.

The Committee noted that proposals are under development to put before Cabinet in terms of the Council's grants to external bodies and are aiming to give pre-decision scrutiny to this at our next meeting. It is encouraging that these discussions are commencing earlier in the year; as you will recall, the Committee were concerned



last year that third sector organisations had been given very little time to put in place mitigating actions before their funding was cut.

The Committee raised the issue of the ongoing affordability of the Council's level of borrowing at the meeting. This remains of some concern and is something which we will continue to bear in mind in future meetings.

Budget process

As you will recall from the Committee's scrutiny of the 2013/14 budget proposals, Members had concerns around the process for their development and have asked me to relay some comments in relation to these:

Information – Members had previously commented that the information available to them as Scrutiny Members was insufficient, that it was difficult for Members to understand the totality of the Council's budget and the selection of particular savings proposals as opposed to others. Members welcomed the development of directorate-level budget briefing packs and will schedule a consideration of these for our November meeting. We hope that this will give us the necessary preparatory information to enable an effective scrutiny of the budget proposals.

The Committee welcomed the offer of further training in the Risk and Equality Impact Assessment of the proposals for those Members who wish to take it up. Given the importance of the latter in mitigating the effects of savings on citizens, we will also wish to ensure that Scrutiny Members have access to all Equality Impact Assessments as background information to the scrutiny budget papers.

Timescales – Members have previously requested earlier access to the Budget Proposals. We note that you did not confirm at the meeting at what point the Proposals would be released into the public domain and whether they would be published at January Council. We would be grateful for your clarification so that we can schedule our Budget Scrutiny as appropriate.

Proposals narrative – Members have previously commented that the descriptions of the proposed savings was often unsuitable for the intended audience. We were glad to hear that Finance officers are working with directorates to ensure that the 2014/15 proposals contain an improved narrative. We urge you to take into account the multiple audiences, professional and public, who will need to understand the proposals and their implications. We will bear this in mind when considering the draft Budget Proposals.

Consultation – Last year the Committee noted several areas that needed to be improved in both the content and structure of the budget consultation. We are pleased that you appear to have taken these comments into account in developing options for this year's process. Officers set out consultation opportunities such as the ongoing use of the Ask Cardiff survey to establish citizens' service priorities; a wide-scale electronic survey on the detail of the proposals themselves; and an in-depth focus group via the Citizens Panel to discuss the future shape of the Council. We urge you to ensure that these options are put into practice. We also recommend that you take into consideration the views of those citizens who prefer not to or are unable to access web-based surveys. Members therefore recommend that surveys are distributed in Council

buildings (libraries, Hubs, leisure facilities etc) and that efforts are also made to contact service users who often may not be as vocal: those who use Housing Advice and social services, for example.

The Committee requests that the full results of this consultation activity is made available to all Scrutiny Committees to aid their consideration of the draft Proposals, and that the timing of the consultation is arranged in order to ensure this is feasible and that papers are not tabled at Committee meetings. We would also like to see a comprehensive review of the effectiveness of this consultation and the extent to which comments were taken into account after the Budget has been finalised.

Finally we urge you to continue to ensure that the budget process is as transparent as possible and that Members are engaged to the extent that they have a full understanding of the decisions being made and their implications.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Marcia Sinfield, Interim Section 151 Officer
Allan Evans, Operational Manager, Service Accountancy
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee



**From : County Councillor Russell Goodway
Cabinet Member for Finance & Economic Development**



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My Ref: CM25159
Your Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

9 September 2013

Councillor Nigel Howells
Chair, Policy Review & Performance Scrutiny Committee
Cardiff County Council
CARDIFF
CF10 4UW

Dear Nigel

**POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 9 JULY 2013
BUDGET OUTTURN 2012/13**

I refer to your letter dated 31 July 2013 in the above connection and I apologise for the delay in replying to you.

In connection with the specific matters included in your letter I would respond as follows: to your points raised:

- *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*

The attached worksheet provides detail of Parks S106 monies and profiled expenditure following recent meetings with Parks. The worksheet is updated regularly so the information provided is at 8 August. The attached document provides a summary of this information. You should be aware that I have asked for the schedule to be reviewed to ensure that the spending proposals are in line with local members priorities which, I think, is especially important in these difficult times financially.

- *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.*

A breakdown of expenditure on Corporate Initiatives in 2012/13 is attached for information.

/cont...

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T: 029 2087 2479

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Councillor Nigel Howells
Chair, Policy Review & Performance Scrutiny Committee

With regard to your request for further details of activity regarding the 2014/15 Budget Strategy, please see information below:

1. The bleak financial outlook for Local Government over the medium term has been confirmed via recent messages from the Minister for Local Government and Government Business who recently warned that:

“Authorities need to engage immediately in decisive and radical short-term financial and service planning so as to align public services quickly to the lower levels of resources available in the future. In the longer term, the significantly lower levels of resource must drive deep transformational change which crosses geographical and organizational boundaries”.

Further correspondence from the Minister has warned Welsh Local Government that indicative Welsh Government funding figures for 2014/15 are no longer a basis on which to plan and that Authorities should be prepared for English style funding settlements in the future. To put this into context, the Local Government Association estimates English Authorities have experienced funding reductions of 4% per annum for the past few years. The Chancellor’s recent Spending Review announced a cut of 2% for devolved administrations in 2015/16. However, this will not necessarily translate into a 2% cut for Local Government as WG may choose to protect other elements of the public sector which will mean deeper cuts for Local Authorities. If English style funding reductions of 4% per annum do become the reality, Cardiff could need to find £125 million over the next three years.

2. In bridging this funding gap, it is envisaged that there will be three pre-dominant areas of savings. Given the longer lead in times associated with the first two types of saving, it is likely that the £33 million requirement for 2014/15 will comprise a large element of the more traditional directorate led savings.

a) Policy Led Savings

This will involve exploring new models of service delivery as signalled by the October 2012 Cabinet Report. This type of savings is likely to have a longer lead in time and may need to be factored into later years of the Medium Term Plan. Areas for consideration include:-

- Establishing new organisations
- Setting up or exploiting existing partnership contracts with other organisations

/cont...

Councillor Nigel Howells
Chair, Policy Review & Performance Scrutiny Committee

- Identifying collaboration opportunities
- Exploiting opportunities to sell services or trade services
- Consideration of whether to make or buy services as part of the wider consideration of commissioning and procurement
- Lastly the scale of the financial challenge may result in consideration being given to either significant service reductions or closures of service provision. The impact of these changes will be key as will the confirmation that the saving proposal still ensures that the Council meets its statutory duties.

b) Business Process Led Corporate Efficiency Savings

These are essentially efficiency savings which can be considered under the three broad programme headings of Resources, Customer and Operations. These will be delivered from business as usual settings with accountability resting with the relevant directors. Key ongoing projects include commissioning & procurement and customer management.

c) Discrete directorate led savings

This refers to the more traditional savings which, in the first year of the Medium Term Financial Plan (2014/15) are likely to form a substantial part of the savings target given that the types of savings referred to above are likely to take time to identify and deliver. Directors will work with their directorate and Cabinet Member to develop these proposals which are likely to include:-

- Cutting budgets on supplies and services spend
- Reducing staff establishment posts and managing agency spend
- Re-organising and restructuring parts of the directorate
- Flattening the directorate by reducing management and supervisory posts
- Increasing discretionary fees and charges
- Maximising opportunities for grant funding where available

/cont...

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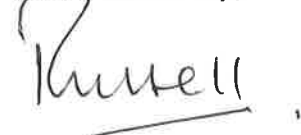
Councillor Nigel Howells
Chair, Policy Review & Performance Scrutiny Committee

- *The payment to Northampton Council regarding the transfer of unpaid Penalty Charge Notices to the bailiff service*

Please note that the payments were in fact made to Northampton Court, please accept my apologies for this typographical error.

I trust this clarifies the issues raised.

Yours sincerely,

A handwritten signature in black ink that reads "Russell". The signature is written in a cursive style and is positioned above a horizontal line.

COUNCILLOR RUSSELL GOODWAY
CABINET MEMBER FOR FINANCE & ECONOMIC DEVELOPMENT

EncS. Worksheet detailing Parks S106 monies and profiled expenditure
Breakdown of expenditure on Corporate Initiatives

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

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

**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: - Commented on the governance arrangements in place - Requested details regarding Wave 2 projects, identifying which were not proceeded with and why	Response: - Stated that Transformation has been abandoned. - Made comments regarding the consultants used on Transformation - Stated that there was strong ongoing governance of projects - Stated that the Cabinet is currently reviewing the Wave 2/ongoing projects. Activities will re-focus, prioritising a smaller number of projects, which will be owned at Service Area level.	None
24/10/2012	Performance reporting	Mike Davies	- Committee will consider development of its own Performance report	Not required	None
16/11/2012	Callaghan Square	Cllr Russell Goodway	- Decision was not referred back - Committees requested a copy of the letter from the Welsh Government regarding interest of a third party to purchase the land to be released if possible.	- Letter has not been made available. Cabinet Member informed the Committee that it has been accidentally destroyed	None

**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	<p>Committee:</p> <ul style="list-style-type: none"> - Recommended that the proposal to withdraw payment for the first 3 days of sickness should be withdrawn. The Committee queried why this was included in the proposals before them. - Was concerned that the proposals had been made public via Scrutiny and the media. Proposals should be handled more carefully in future. - Commended positive approaches e.g. preventative initiatives and Employee Counselling Service - Recommended that the targets included in the original inquiry report are included in the Corporate Plan - Requested an explanation of static sickness absence levels - Requested that Industrial accident levels should be made explicit in the monitoring of sickness - Recommended that a measure of flexibility should be retained in applying the policy - Requested further information regarding the Mutual Fund after January 2013, once Headteacher conferences have taken place - Recommended ongoing commitment to the Critical Illness Policy - Wish to monitor the training for managers in managing sickness absence - Will look to schedule an update to monitor the implementation of the Policy - Wish to see the Equality Impact Assessment of the Policy 	<p>Response:</p> <ul style="list-style-type: none"> - Non-payment had been raised by officers on a working group set up to review the Policy. - Flexibly applying the Policy may have resulted in inconsistencies, and would have entailed new terms and conditions for staff - The targets recommended by the original Inquiry would be unlikely to be achieved, so the targets will be recalibrated based on current information - The Equality Impact Assessment needs to be reviewed once the draft Policy is finalised. This will be available to Members via CIS once complete - Mandatory e-learning will be rolled out for managers regarding sickness absence - The Mutual Fund information will be made available in early 2013 - The Critical Illness Policy will be maintained whilst being merged into the Attendance & Wellbeing Policy. Briefing attached - Flexibility in applying the Policy is possible as it relates to disability and pregnancy, but flexibility must be within a clear framework to ensure transparency - The statistics regarding sickness must be carefully analysed with regarding any static levels of sickness 	None
28/11/2012	Connect 2 Cardiff	Cllr Lynda Thorne	<p>Committee:</p> <ul style="list-style-type: none"> - Noted comments that the operation of C2C is part of a wider Customer Management Strategy to promote 'channel shift' for those contacting the Council, with the website as method of choice - Wished to be kept informed regarding any expansion of the service - Recommended that the Council must avoid a 'two-tier' system which favours those with internet access - Queried whether C2C can be used to generate income - Requested a ward-by-ward breakdown of complaints 	<p>Response:</p> <ul style="list-style-type: none"> - Customer Management Strategy will ensure that customer can use all methods to contact the Council, while promoting the website. It will also address 24/7 access - Requested information was supplied <p>- Committee is considering the website in its June 2013 meeting</p>	None
28/11/2012	Draft Complaint policy		<p>Committee:</p> <ul style="list-style-type: none"> - Was content with draft Complaints Policy, but recommend that it is publicised as widely as possible - Recommended that the Policy should also incorporate compliments and comments - Noted that there are discrepancies in how service areas handle complaints and hope that these will be addressed 	<p>Response:</p> <ul style="list-style-type: none"> - Policy will be publicised appropriately - Policy was renamed to include Comments and Compliments, but did not address these in depth 	
16/01/2013	Budget M6	Christine Salter	<p>Committee:</p> <ul style="list-style-type: none"> - Requested a breakdown of income generation councilwide - Requested Information regarding overpayment of VAT on trade waste and landfill tax. - Noted the expectation that projected overspend will be corrected by end of the year - Noted that budget monitoring scrutiny is difficult to achieve given timescales 	<p>Response</p> <ul style="list-style-type: none"> - Breakdown of income generation provided - Information regarding VAT overpayment and Landfill provided - Monitoring position had improved at Month 8 	None

**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	<p>Committee:</p> <ul style="list-style-type: none"> - Unsatisfied with information surrounding targets and with comparative data available - Was concerned that the report does not link to the Corporate Risk Register; mitigating actions should be included in the performance reports - Recommended that trend analysis data should be included in with outturn report - Recommended that sickness by service area to be included in report - Welcomed CEX's offer to provide an update on the Performance & Information project, which is addressing how the Council manages performance - Will schedule a scrutiny of Information Management 	<p>Response:</p> <ul style="list-style-type: none"> - The selection of indicators in the report will allow trend analysis over the lifetime of the Administration and the team is looking at what historic data is available - Questions around target setting should be addressed to relevant Chief Officers as it was considered inappropriate to include with the report - Outturn report will be published summer 2013 - Sickness absence data has been improved with Quarter 3 report - Committee received an Information Management briefing report in March 2013 and may schedule a further Inquiry 	None
16/01/2013	Corporate Risk Register	Cllr Huw Thomas	<p>Committee:</p> <ul style="list-style-type: none"> - Requested a copy of the Marsh Welfare reform report - Requested scrutiny of the 'opportunity register' once this is put into practice - Recommended consideration of the links between the Risk Register and quarterly performance reporting - Noted the ICT risk and Info Governance. - Noted that the Risks should be reflected in the budget proposals 	<p>Response</p> <ul style="list-style-type: none"> - Further work will be done with officers regarding capturing opportunities - The Marsh Welfare Reform report should have been available from February [on speaking to officers, this is not yet available] 	None
20/02/2013	Corporate Plan 2013-17	Leader	<p>Committee:</p> <ul style="list-style-type: none"> - Welcomed structure of Corporate Plan but Committee was unsatisfied with links between the Plan and the What Matters Strategy - Was concerned that delivery of the Corporate Plan will be difficult to measure and that the milestones and targets included in it are inconsistent and ill-defined - Welcomed moves to include more comparative data - Was concerned that insufficient attention was paid to Ask Cardiff data in establishing priorities 	<p>Response:</p> <ul style="list-style-type: none"> - Grateful for Committee's positive comments - Further document showing links between the Corporate Plan and What Matters supplied - Committee has been offered a bespoke performance report which could address its identified need for greater performance monitoring - Will reflect on comments regarding Ask Cardiff for next year 	None
20/02/2013	Budget Proposals 2013/14	Leader	<p>Committee:</p> <ul style="list-style-type: none"> - Was concerned about the accessibility of the Budget Proposals and the potential confusion their wording may have caused in the public - Commented on the budget consultation process - Was concerned that Cabinet members made statements to the media which appeared to pre-empt the budget process - Was concerned that engagement with those affected - officers, third sector and public - had not been sufficiently robust - Requested improvement to information made available to Scrutiny - Will seek to better understand the assessment processes which budget proposals undergo 	<p>Response:</p> <ul style="list-style-type: none"> - Will review how budget consultation is undertaken for next year - Will ensure robust engagement with those affected by proposals going forward - Administration has chosen to treat voluntary sector in a similar way to its own departments when asking for savings - Welcome Committee's desire to work with officers to define the Committee's information requirements for next year and to understand budget setting better 	None

**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	<ul style="list-style-type: none"> - No further info requested Committee: <ul style="list-style-type: none"> - Noted the aim to mainstream equalities duties - Noted that 'inequality' can cover issues other than the protected characteristics (e.g. socio-economic inclusion) - Noted that the Equality Impact Assessment process is being embedded 	Response <ul style="list-style-type: none"> - Noted comments regarding monitoring data. Had been some systems issues this year, but anticipate that these will be resolved 	None
06/03/2013	Information Management	Leader	Committee: <ul style="list-style-type: none"> - Noted that a Scrutiny Inquiry into Information Management would be welcomed and will aim to include in 2013/14 work programme - Requested a breakdown of source of information requests, types of request received, number of info requests which are in and outside timescales and average cost of fulfilling info requests 	Response: <ul style="list-style-type: none"> - An inquiry would very much be welcomed - Information was provided regarding sources and types of requests (the latter at a high level); the number outside the timescales and compliance rates - Average cost of dealing with a request is not yet available 	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: <ul style="list-style-type: none"> - Made clear its disappointment that Cllr Goodway did not attend and that Committee did not have access to the full draft Cabinet report - Commented that there seems to be a lack of vision around the use of non operational property - Recommended that the social and community benefits of the estate should be considered, as well as the financial benefits - Commented that the Review has featured on the Cabinet Forward Plan for months without being considered, making planning effective scrutiny difficult - Welcomed moves to monitor performance of the estate and to compare this to other cities - Stated that it wishes to consider the Draft Cabinet report in pre-decision. Prior to this, a strategic vision for the use of Non-Operational Property should be developed, as well as comparative performance indicators, a communications strategy for existing tenants, details of the asset management process and a statement regarding the non-financial value/benefits of the estate. 	Response: <ul style="list-style-type: none"> - The Cabinet report will cover many of points raised, but officers have been asked to develop a specific section to set out the vision for the development of the estate. - A review of workshops is being undertaken and the two issues will be dealt with in one report. Timescale to be determined. - Cllr Goodway will reflect on the Committee's request to consider the report in pre-decision at the appropriate time 	UPDATE 09/07/2013 Officers have stated that the report may go to September Cabinet in conjunction with a review of the Council's workshop estate UPDATE 12/08/2013 Officers have confirmed that the report will not be ready for September Cabinet. Date has yet to be confirmed. UPDATE 20/09/2013 This may be ready for 29th October Committee meeting

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Action
15/05/2013	Commissioning & Procurement	Cllr Russell Goodway	<p>Committee:</p> <ul style="list-style-type: none"> - Noted a number of anticipated improvements to the procurement process which should make it easier for suppliers - Were concerned that lotting strategies are not necessarily helping small suppliers - Noted that the team has good buy-in from current senior managers and hope that this will not be affected by senior management restructures - Emphasised the non-financial benefits which the Council's external spend can have - Recommended that a method of monitoring the Council's local spend is devised and included with regular contract compliance monitoring - Sought to understand if local multiplier effect can be built into contracts, as well as community benefits issues and the living wage - Requested breakdown of anticipated £8 million procurement savings - Will seek to include contract monitoring (re. quality) in 2013/14 work programme - Requested a breakdown of People and Professional spend category 	<p>Response:</p> <ul style="list-style-type: none"> - 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. - 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. - Further information on how the Council supports businesses to engage with the Council was included with the response - Work is ongoing to improve data around local spend - Officers are exploring if the Living Wage can be built into contracts, and will conclude this work in the autumn - Medium term Commissioning and Procurement savings plan was included with response - Officers are currently mapping the People and Professional spend against the new senior management structure, and this will be available in July. 	None

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Action
05/06/2013	Customer Management - Cardiff Council Website	Cllr Luke Holland	<p>Committee:</p> <ul style="list-style-type: none"> - Welcomed the forthcoming changes to the website - Was concerned that thought should be given to 'future proofing' the website in terms of potential technology upgrades and regional collaboration - Emphasised the need to make the website accessible and ensuring other methods of contact are available to customers - Emphasised that the Council should explore social media as a valid form of contact and of making service requests - Noted that governance of the website is vital - Urged that the quality of responses should be considered, whatever medium is used - Will keep a watching brief on the development of the Customer Management programme 	<ul style="list-style-type: none"> - Majority of customer facing work will be complete 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 - MS SharePoint should ensure future proofing. Technological collaboration would have much wider implications given the extent to which the Council uses SAP already - Website is being developed with the Council's Access Officer and disability organisations to ensure accessibility - Officers are giving serious consideration to interaction with social media and will keep Committee up to date - Committee will be kept informed regarding development of website governance. The Improvement and Information team is involved in the project - Two-way customer feedback will be embedded as part of the Customer Management programme 	None
05/06/2013	WAO Corporate Assessment and Independent Peer Review	Leader	<p>Committee:</p> <ul style="list-style-type: none"> - Asked for the confirmation of Independent Peer Review Panel membership when confirmed - Was concerned that the customer view was not being taken sufficiently into account in the Peer Review process - Recommended fuller engagement with Trade Unions than had been planned - 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 - Would like to take up the offer of access to the 'virtual zone' which will store information for the WAO Corporate Assessment - 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 	<p>- Panel membership was however confirmed at Special Committee meeting on 18/06/2013</p> <p>Response</p> <ul style="list-style-type: none"> - Recommendations regarding engagement with Trade Unions have been passed on to the WLGA - Final Panel membership will be announced by the WLGA in the coming week - 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 - The Head of Service Scrutiny Performance and Improvement is making arrangement of access to the 'virtual zone' - The Committee's comments regarding the Budget process have been passed on to the Cabinet Member 	None

**Policy Review Performance Scrutiny Committee
Correspondence**

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Action
05/06/2013	Engagement with Scrutiny	Cllr Russell Goodway	Committee: - 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 - Requested an update on the WG Callaghan Square letter - 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: - 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. In terms of the replacement for the Chief Executive, Committee: - 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 - 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. A response was received on 3 July 2013 confirming these issues	None
09/07/2013	Budget Outturn 2012/13	Cllr Russell Goodway	Committee: - Was concerned by capital slippage and urge Finance to work with service areas to profile spend more effectively - Noted the cost of SAP licenses and that this is not expected to increase - Requested a subjective breakdown be included in future monitoring reports - Requested information regarding payments to Northampton Council regarding Penalty Charge Notices - Requested the spend profile in relation to the Section 106 payments in Parks - Requested a breakdown of the Corporate Initiatives spend - Requested further information on the '5 year plan' to transform Council services'.	- No comment regarding capital slippage, SAP licenses or the subjective breakdown - The 'payments to Northampton Council' should have referred to Northampton 'Court'. No further information given - Breakdown of the spend profile for S106 Parks monies attached - Breakdown of Corporate Initiatives spend in 2012/13 attached - Regarding the five year plan referred to information included in the Budget Strategy 2014/15 report	Subjective breakdown has not been included with Month 3 report, although a breakdown of specific savings projections is. Committee may like to query this when it considers monitoring reports.

Policy Review Performance Scrutiny Committee
Correspondence

Committee date	Committee item	Recipient	Comments/Information requested	Response	Further Action
09/07/2013	Delivery & Performance Report 2012/13 Q4	Leader	<p>Committee:</p> <ul style="list-style-type: none"> - Requested further source of request vs service area breakdown of Freedom of Information requests - Noted that compliance levels for responding to FOI requests within set timescales are predicted to improve in Quarter 1 of 2013/14 - Was concerned that target-setting still seems to be ineffective (ref. STS/007 flytipping target, which has been comfortably met, but not reviewed) - Queried the objective to 'produce a 5 year plan to transform Council services' - Looks forward to receiving the results of the Peer Review and asks for the timing to be confirmed - Will look to develop a bespoke performance report with the additional information which the Improvement team is currently reviewing councilwide 	<ul style="list-style-type: none"> - The requested FOI breakdown should be included in the Qtr 2 performance report - FOI response times are still anticipated to improve and this should be apparent in eth Qtr 1 report - New processes are being established to test targets more effectively - Councillor Goodway will response with regards to the 5 year plan - The Peer Review results will be available soon 	
12/09/2013	Budget Strategy 2014/15	Cllr Goodway	<p>Committee:</p> <ul style="list-style-type: none"> - Requested to be kept informed regarding plans for policy-led and business-process led savings as plans develop - Discussed 'nice to have' versus necessary services and wish to continue to engage with the Cabinet as these ideas develop - Will consider Grants proposals at its next meeting - Raised the issue of affordability of borrowing. <p>Committee also made a number of comments about the budget process. Members:</p> <ul style="list-style-type: none"> - Welcomed the offer of directorate briefings - Requested to know when the Budget Proposals would be released into the public domain - Hope that the proposals' narrative will reflect the needs of various audiences - Asked that all options presented for consultation are pursued, but asked that thought is given to those who prefer not to access web-based surveys - Request that the full results of consultation are available to scrutiny committees and that a full review is carried out afterwards to judge the effectiveness of consultation. 	Not yet received	