

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

7 JANUARY 2014

Present: Councillor Howells (Chairperson);
Councillors Bale, Hunt, Knight, Lloyd, Murphy, Robson
and Walker.

Apology: Councillor Marshall

45 : MINUTES

The minutes of the meetings held on 29 October 2013 and 26 November 2013 were approved by the Committee as a correct record and were signed by the Chairperson.

46 : DECLARATIONS OF INTEREST

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

The following declarations were made in respect of Items 8 & 12

<u>Member</u>	<u>Item Number</u>	<u>Interest</u>
Councillor Bale	Item 8	Personal – Member of the Fire Authority
Councillor Lloyd	Item 8	Personal – Member of the Police & Crime Panel
	Item 12	Personal – In receipt of single person discount for Council Tax

47 : CARDIFF PARTNERSHIP BOARD SCRUTINY PANEL – PUBLIC SECTOR ASSET MANAGEMENT INQUIRY REPORT

The Chairperson welcomed Emyr Williams, Principal Scrutiny Officer to the meeting.

Members were provided with an overview of the Cardiff Partnership Board Scrutiny Panel – Public Sector Asset Management Inquiry Report. It was explained that the Cardiff Partnership Board Scrutiny Panel was designed as a task and finish group of the Community and Adult Services Scrutiny Committee to ensure a strong link between the Panel and the wider scrutiny work carried out by the Council's five scrutiny committees, but as the report deals with asset management, which is under the remit of the Policy Review and Performance Scrutiny Committee, it was being presented to both committee meetings.

Members were provided with an outline of the key benefits of a Public Services Asset Management Strategy, the key recommendations of the Panel and the importance of asset mapping.

The Chairperson thanked Emyr Williams for his overview of the report and invited comments and question from Members.

- Members enquired what the opportunities would be for the future acquisition of buildings. It was explained that with the development of an effective partnership asset management strategy, that any new assets purchased should take a partnership approach rather than a silo approach, and the building should aim to be a multi use building where possible.
- A Member considered that the project seemed to be lacking in commitment from partners and needed a drive from a very senior Chief Executive level. The issue of there being different reporting responsibilities for each partner was raised and the Member enquired how other Authorities had overcome issues such as these. It was stated that the Cardiff Partnership Board membership consisted of the senior management level of the partners, so they were on board. It was recognised that there was work already being done in a partnership approach but not within a formal strategy with future aims and objectives, therefore the Cardiff Partnership Board had asked for this inquiry to be carried out. Other local Authorities such as Worcester and Cambridge had been successful with their partnership approach with the wider public

sector. Members were advised that the response to the report would be brought back to Committee.

- Members enquired whether back office operational buildings were being considered under the partnership approach. It was stated that these buildings should be considered in any partnership asset management strategy and in fact can be the easiest group to look at collaborating on, alignment of back office partners was often the first stage of collaboration.
- Members discussed section 106 monies and the different methods and options available when a partnership approach is taken. It was explained that effective Public Sector Asset Management can help to release substantial capital funds to organisations and be set aside for further capital projects. However the financial models for this vary and would need to be identified in a partnership strategy.

AGREED – That the Cardiff Partnership Board Scrutiny Panel – Public Sector Asset Management Inquiry Report and attached documentation be noted and to write to the Cabinet Member for Finance & Economic Development to commend the report.

48 : INTRODUCTION TO THE NEW CHIEF EXECUTIVE

The Chairperson welcomed Councillor Heather Joyce, Leader, Paul Orders, Chief Executive of Cardiff Council, and Mike Davies to the meeting.

The Leader introduced Paul Orders to Committee Members and explained that she had tasked him with a significant exercise to carry out over the next two months. She reiterated the need for the Council to find savings of £50 million in this financial year and emphasised that this would mean fundamental changes in the way the Council operates.

The Chief Executive explained that in the three weeks he had been in post as Chief Executive at Cardiff Council, he had been meeting with the Cabinet, Senior Management Team and Scrutiny Chairs to obtain their views as to what is needed, both within the Council and in the wider community. He emphasised the importance of good scrutiny and the integral role this plays in challenging the significant decisions that will need to be made. He explained that his experience as a senior manager elsewhere had shown him that there are different ways of doing things.

The Chief Executive noted that the scale of the financial transition over the next few years will mean a major adjustment to the ways in which services are delivered, and also to governance and performance management arrangements. He explained that he recognised much of what the Peer Review had said, but that the Council needed to go even further. He set out a number of key issues to be addressed corporately. These included the Corporate Plan, which needed to be streamlined with a higher degree of focus, reflecting Council objectives and the transition that was needed; and Service/Business Planning which needed to be further developed within the Council. He noted that when considering the future shape and delivery of services, there was initial work to be done on the Council's future operating model, and this would provide a context in which to take decisions, not least about the evolution of senior management arrangements.

The Chief Executive considered that Performance Management needed to be reviewed as a matter of priority, and the culture within the Council in relation to Performance Management also needed to be strengthened.

The Chief Executive set out his belief that the Council needed to have an Organisational Development Plan in place, to pull together all of the above threads, which would provide a route map for the Council to manage its transition over the next two to three years.

The Chairperson thanked the Chief Executive for his introduction and statement to the Committee.

AGREED - That the Chairperson, on behalf of the Committee, write to the Chief Executive, highlighting the following issues:

- The Committee would like to thank you for attending the Policy Review and Performance Scrutiny Committee meeting on 7 January 2014 and welcome you back to Cardiff Council. Members of the Committee found your introductory remarks very interesting. The Committee were pleased to hear your comments about the integral role which Scrutiny Committees play in developing and challenging Council policy and look forward to working with you in future.
- When the Committee last met your predecessor, Jon House, during a discussion of proposals for replacing his post with that of a more internally facing 'City Manager', the Committee queried what

external duties he carried out on behalf of the Council. The response, given by his office after he had left post was that he sat on the following groups:

- 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.

The Committee requested to be provided with a similar list of the external roles which you are planning on undertaking.

49 : WLGA PEER REVIEW CABINET RESPONSE

The Chairperson reminded Members that the Committee had requested to consider the Cabinet's high level response to the findings of the WLGA Peer Review. The Committee had previously understood that a more detailed Delivery Plan was under development to be approved by the Cabinet at a later date.

The Chairperson welcomed Councillor Heather Joyce, Leader, Paul Orders, Chief Executive and Mike Davies, to the meeting.

The Chairperson invited the Leader to make a statement in which she reiterated the need to plan the future shape of the organisation alongside a review of the Council's Performance Management Framework. The Cabinet had provided a high level response to the Peer Review, however it had to be recognised that the £50 million of savings that were now needed to be achieved, would have a fundamental impact on the approach required to deal with the challenges faced by the Council.

The Chairperson thanked the Leader for her statement and invited questions and comments from Members.

- Members noted that the Peer Review consistently emphasised the urgency needed and sought the Chief Executives opinion on this.

The Chief Executive stated that he has been having discussions with new Directors team and, he found them to be effectively identifying issues and ways to address them, for future Cabinet consideration. He added that he was planning to take an initial view of management arrangements and emphasised the need to provide urgency on issues such as organisational development and performance management. He stated that finding savings of £50 million would mean significant and immediate consequences, and urgency was needed as any changes would take time to implement.

- When asked for clarification on potential Service Reviews, the Chief Executive explained that he needed to obtain a clear understanding of performance of each of the Directorates, and then determine any necessary intervention to drive improvements.
- Members discussed the importance of communicating any decisions made to staff, members and the public/residents, as soon as they are made.
- Members sought the Chief Executive's experiences of the new Directors team, and asked that the skills and experiences of the new Directors were used effectively and widely across the authority as a whole. The Chief Executive stated that he has emphasised to the new Directors that their directorate responsibilities are only part of their role, as they also have corporate responsibilities. He added that there were opportunities for the new Directors to share new ideas, different approaches and provide an opportunity to think laterally. He emphasised the One Council, One Team approach and the need to break down silos, improve performance management, look at alternative service delivery methods and crucially employee engagement.
- A Member noted that there was a clear theme running through the response to the Peer Review, being Performance Reporting and ICT, so therefore enquired how, with limited finances, the Council could develop and implement accurate reporting systems, without making more work for lower graded employees. The Chief Executive understood the concerns, however he stated that the Council was a large organisation and there were opportunities for future standardisation - and possible centralisation - that could free up resources.

A Member noted the importance of keeping Public Service at the forefront of any decisions made. The Chief Executive stated that there may be a need to take a more commercial or entrepreneurial approach, but this could – and should - be anchored in public service principles.

- In reference to Employee Engagement and staff surveys, the Chief Executive agreed that employee engagement needed to be visible, especially in these times of change. He added that management needed to be accountable for change and proposals to change, and the Council needed to be up front with staff. Staff surveys would provide a snapshot of current views, but would not be the sole method of employee engagement.
- Members enquired whether the planned refresh of the Corporate Plan would be taken to Full Council in February 2014. The Leader confirmed that it would.
- Members discussed multi-year budgets and whether they would be feasible. The Chief Executive explained that whilst English Authorities currently operated with three year budgets, budgets are still annual in Wales. He added that as part of the planning process it was important to give stronger signals of financial savings for future years, as it helps with Service and Business Planning and assists with the achievement of savings earlier in the financial year. He stated that even within the existing framework based on an annual budget there was scope to develop and implement a three year organisation development plan.
- Members noted that silo working had been referred to in the Peer Review, and the Chief Executive emphasised the importance of Directors working as an effective corporate team – and taking ownership of the key issues facing the Council. He confirmed that his initial assessment of the senior management arrangements would encompass the whole structure, not just the operational tier, He also noted the Peer Review’s conclusion – which he supported – that a comprehensive overhaul of the structure might not be advisable in the short-term but could be considered in due course.
- Members discussed the importance of retaining corporate memory within the Authority and the Chief Executive confirmed that this was an issue he was very aware of.

- Members discussed concerns around Performance Management and the Chief Executive reiterated that this was a crucial issue for the Council and it would be given urgency and resource, and a more centralised approach was may be required.

The Chairperson thanked the Leader, the Chief Executive and Mike Davies for attending the Committee meeting.

AGREED - That the Chairperson, on behalf of the Committee, write to the Leader, highlighting the following issues:

- The Committee appreciated the ongoing engagement on this subject, although it recognised that the issues highlighted by the review were only a fraction of the matters with which the Council needs to deal in the short and medium term. Members noted that the Review's recommendations will be addressed within wider activity, including a refresh of the Corporate Plan, the development of a new operating model for the Council, improved service planning and a series of service reviews. The Committee noted the Chief Executive's comment that he is aiming to bring these strands together to develop a route map for the Council for the next three years and would like to have further information and a more detailed timeline for this activity confirmed, feeling that this is as yet a little unclear. The Committee anticipated that it will be able to engage with the Cabinet positively as this activity progresses.
- Members commented that they felt that the need for urgency, emphasised by the Peer Review, should not be lost in this more holistic approach. There is an imperative to communicate the Council's direction to both staff and the wider public as soon as possible, given the Council's budget pressures. The Committee was therefore grateful to the Chief Executive for confirming that a more streamlined Corporate Plan would be available at its February meeting to enable scrutiny of the 2014/15 budget proposals. The Committee hoped that this will be a significant step forward in communicating the vision of the Council's future course.
- Members discussed the need to engage staff appropriately as changes are developed. While the Committee understands that the staff survey has recently been completed and will be interested to see the findings, Members emphasised the need to take a more comprehensive approach, rather than relying on this snapshot of opinion. In particular, the Committee stressed that managers should

be able to gauge on a day to day basis the issues which employees are facing. The Committee noted the Chief Executive's comments that at managerial level officers need more than technical experience where their roles involve significant levels of people management. As the Chief Executive stated, leadership is vital and managers must take ownership of changes put in place and communicate effectively with staff and service users.

- Committee Members were glad to hear that the Chief Executive was re-addressing the Council's management structure to investigate opportunities for streamlining. The Committee noted that this review would include not only the very top management tiers, but will be more holistic in its approach. Members hoped that this was something in which the Cabinet Member will continue to engage the Committee.

50 : QUARTER 2 2013/14 DELIVERY & PERFORMANCE REPORT

The Chairperson informed Members of the Committee that due to Councillor Cook's ill-health, Cllr Joyce had agreed to attend in his place. The Chairperson welcomed Councillor Heather Joyce, Leader, Paul Orders, Chief Executive and Mike Davies, Head of Improvement and Information Management to the meeting.

The Chairperson invited the Leader to make a statement in which she stated that everyone had a role to play in monitoring performance and taking appropriate actions when things were not on track. She added that scrutiny played a key role in this too. The Leader stated that the report was a transitional report showing some improvements against actions, and she was confident that further improvements would be seen in the next quarter.

The Chairperson thanked the Leader for her statement and invited questions and comments from Members.

- Members enquired whether further work was needed to aid a quicker reduction in sickness absence. The Leader stated that further improvement were expected with the implementation of the Health & Wellbeing Policy, which had only been in place for 6 months, she added that it would be reviewed after 12 months. The Chief Executive stated that the Wales Audit Office would look at Sickness Absence as part of the Corporate Assessment. He added that the sickness absence levels were unacceptable, but the new

policy needed to be in place for 12 months before determining its effectiveness and whether it is sufficient. Members noted this information but were concerned that it had been given an 'on target' score if it was still too early to assess.

- Members made reference to a number of key activities listed in the report and requested further information on these.
- Members noted that in the list showing overall progress against Corporate Plan 2013, there was only 1 Red status priority. Officers explained that this list specifically showed Corporate Priorities and that they were confident that only 1 Red priority was accurate. It was added that the number of Amber statuses had increased and the challenge was to get these back to Green status.
- Members noted the projected overspend of £1.198 million in Economic Development, and enquired how overspends such as this would be addressed in future, what consequences would there be for senior managers who go over their budget and whether overspends should be taken to the Cabinet/Chief Executive for approval. The Chief Executive agreed that this was a key point, there needed to be a holistic view of the performance of the Council and to ensure a full integration of financial results and performance results. He stated that for senior managers there needed to be a system to look at individual performance, effective management of people, delivery of corporate priorities, appropriate managerial behaviours and good financial management. He did however, state that there would be instances where financial pressures were out of the control of the individual manager. Members sought clarification that when they saw an overspend it had been approved. The Chief Executive stated that overspends are, by definition, the subject of close monitoring by the section 151 officer.
- Members were unclear about the reporting of data such as the number of library hours being cut, shown as an improvement. Members were concerned that previously savings hadn't been realised, they had been signed off by the section 151 officer and hadn't been to Scrutiny, and this impacted on delivering Corporate Responsibilities.
- Members noted that the report showed targets, numbers and figures but enquired how services could be measured in terms of quality

and value for money. The Chief Executive acknowledged that what was shown in the report was partial. Many of the performance indicators reflected value for money or quantitative considerations. He recognised that it was important to establish how citizens felt about the services provided, and this measurement was given less attention. He agreed that this needed to be addressed and there was a need to develop an improved interface with citizens and communities to establish how they viewed specific services. He noted that there could be too much emphasis on inputs rather than outcomes. There needed to be an integration of financial and service performance information, and customer feedback, to get a more rounded sense of the value of a Council service.

AGREED - That the Chairperson, on behalf of the Committee, write to the Leader, highlighting the following issues:

- The Committee has a longstanding interest in the improvement of the Council's performance management arrangements. Members were therefore pleased that the Chief Executive has made it a priority to address the Council's overall performance framework. However in terms of performance reporting more specifically, the Committee highlighted the need to focus not simply on quantitative data or the delivery of the Corporate Plan. Members would also stress that performance reporting should focus more on outcomes for citizens rather than outputs; it should take into account more qualitative information, such as customer feedback. Members were glad that the Chief Executive was very receptive to this, mentioning the potential of citizens to become involved in the design of services in the future. The Committee also hoped that as further improvements to the performance framework are made, it will integrate more fully with budget and risk monitoring to give a more accurate assessment of our overall performance.
- In terms of the Quarter 2 report itself, the Committee queried some particular points such as sickness absence levels, which it will scrutinise further during its March 2014 meeting. Members also mentioned that some issues are potentially 'hidden' within the performance data, citing improvements in library PC usage in the face of reduced library opening hours during this financial year.

51 : CENTRAL TRANSPORT SERVICES

The Chairperson reminded Members that the Committee agreed to consider the Council's Central Transport Services in the context of the Month 6 budget update at this meeting.

The Chairperson welcomed Christine Salter, Corporate Director – Resources, Lesley Ironfield, Operational Manager – Facilities Management, Steve Robinson, Head of Commissioning and Procurement and Graham Craven, Head of Service to the meeting.

Members were provided with a presentation on Central Transport Services, including the Background to the Service; the Original Fleet Sourcing Strategy; the Fleet Category Panel; Savings Targets; their Continuous Improvement Achievements & Objectives; Key Updates to Service Level Agreements and an early decision report on Income Strategy.

The Chairperson thanked officers for their presentation and invited comments and questions from Members.

- Members noted previous difficulty in booking an MOT at the Central Transport Services garage. Officers explained that the website had now been launched, with an online booking facility available.
- Members noted that often booking a vehicle in for an MOT meant some customer inconvenience. Officers explained that at the Central Transport Services garage, when staff brought their vehicles in for an MOT, they could access hot desking upstairs with wifi available; there was a comfortable reception area with screens so customers can see their cars being tested, toys available for children to play with.
- In reference to the legislation that stops Central Transport Services carrying out any repair work, Members asked who puts this legislation in place. Officers advised that it was a Central Government Legislation, which had been relaxed somewhat over the years but still prohibited carrying out repair work, which was frustrating as there were 13 highly trained fitters at the garage.
- Members enquired whether Central Transport Services could liaise with another local garage to carry out the repair works. Officers explained that the legislation restricts them working with the

private sector but they were able to work with other public bodies such as the Police and Fire Authorities.

- Members sought clarification on some of the figures provided and also on the objective relating to the percentage of vehicle utilisation over tracked fleet. Officers explained that they ask the Service Area to make a business case to retain a vehicle, there are often valid reasons, so there was some resistance but it was qualified.
- Members asked whether discussion had taken place with other Authorities such as Police & Fire Authority, Officers confirmed that they had. Officers also advised that the Car Pool would be transferred to Central Transport Services in the near future. Members sought clarification on whether it would be cheaper for staff to use pool cars than to use their own vehicles and claim mileage. Officers stated that they would provide this information to them.
- Members enquired about the Traffic Calming measures such as the speed humps, and asked whether officers could quantify how much damage they had caused to fleet vehicles. Officers stated they couldn't quantify this; however they did monitor damages in the hope of identifying trends.
- Members noted that some fleet vehicles are taken to employees homes overnight and sought assurances that policies were in place in order that neighbours and other road users weren't inconvenienced by this, and also that business cases were in place to ensure that vehicles taken home was the most efficient use of Council resources.
- Members sought clarification on the amount of spending on overtime payments. Officers explained that historically, heavy vehicles were being stacked up towards the end of the week, meaning they needed to be worked on over the weekend to be ready for the following week. This was now being addressed by managing the vehicles that were going in to the garage for work, ensuring heavy vehicles were booked in throughout the week. This vehicles management should avoid the £147k overtime costs.
- Members enquired if officers had considered whether the Council needed to be involved in vehicle maintenance at all. Officers

stated a piece of work was being undertaken to look at all the various options available, they stated that some local Authorities were collaborating together on vehicle maintenance.

- In reference to sickness absence, Officers explained that the figures quoted in the report included another area and that updated figures needed to be obtained from HR People Services. However, Officers noted that sickness absence was high and had previously been under reported; now systems were in place to ensure reporting was accurate.
- In reference to the overspend, Officers acknowledged that there was a £1million overspend, attributable to the delay in fleet procurement, maintenance, increased fuel costs, tyres, and there were some unattainable savings targets. Officers stated that previously there had not been enough detail given to budgets and this culture needed to be addressed.
- Members enquired about the Councils assets and whether the new £6million facility would remain a Council asset if any partnership arrangements were made. Officers stated that it would depend on which arrangements were put in place. When discussing increased debt and gearing ratios, Officers explained that it wasn't something that Welsh Government looked at but the Council did that exercise when conducting balance sheet reviews.
- Members sought clarification on whether the new facility was an 'Invest to Save' scheme, and if so what the pay back period was. Officers clarified that it was, the facility was not returning a payback as yet. Officers concluded that in future the Council needed to be more robust when projects come forward for testing.

AGREED - That the Chairperson, on behalf of the Committee, write to the Leader, highlighting the following issues:

- General comments were made in relation to both the Central Transport Services (CTS) and Facilities Management (FM) reports. The Committee was concerned that that some savings proposals have been deemed to be entirely unachievable so soon into the financial year. Several proposals, for example improving driver behaviour savings in CTS and security savings in FM, had been assessed as 'Amber/Green' in terms of their achievability. The Committee would therefore have expected the likelihood of their

being delivered would have been relatively high. As Scrutiny Members, the Committee rely on the assessments provided with the budget proposals in order to allow them to make informed recommendations, so this was a matter of some concern. The Committee were reassured by the Corporate Director – Resources that lessons have been learned from this and that the 2014/15 budget process will include an assessment of the planning status of savings proposals (although the Committee recognised that inevitably not all savings would have a detailed delivery plan in place by the time that the budget is agreed). The Committee would like to have access to those that are in place in February to aid its consideration of the budget. The Committee would be grateful if officers could arrange for them to be available upon request, as discussed at the meeting.

Central Transport Services

- Whilst disappointed with the difficulties in achieving savings targets, Members were positive about the work which CTS is undertaking to plan for the future, for example in terms of Service Improvement activity, and commend the officers involved. The Committee noted that one of the outcomes will be the flattening out of working patterns through the week which should reduce the service's reliance on overtime.
- The Committee heard that buy-in across the Council is vital in terms of changing driver behaviour to drive out future savings. We were pleased that the service is aiming to take a strong stance with directorates through the Vehicle Usage Policy, once developed, for example in requiring a demonstrable business case before vehicles are allowed to be driven to officers' homes overnight.
- The Committee discussed the Cabinet decision to investigate the viability of CTS becoming a Trading Company. While the Committee understands the basis on which this decision has been made, in that it may allow the service to generate more income, the Committee had some concerns as to whether this is an area in which the Council should seek to compete with the private sector.
- Members also discussed the service's recent move to the new Coleridge Road facility on an Invest to Save basis and whether this investment would still pay off should CTS move in a new direction. The Committee hoped that, as stated by the Corporate

Director Resources, lessons will be learned and that future Invest to Save schemes will be subject to increasingly robust testing in future.

- There were two points of further information which the officers agreed to send the Committee:
 - a breakdown of savings targets for both CTS and FM for the 2011/12, 2012/13 and 2013/14 financial years;
 - an assessment of the costs of officers using pooled cars while travelling on Council business versus the cost of mileage.

52 : FACILITIES MANAGEMENT

The Chairperson reminded Members that the Committee had also agreed to look at Council's Facilities Management service in the context of the Month 6 budget update.

The Chairperson welcomed Christine Salter, Corporate Director – Resources, Lesley Ironfield, Operational Manager – Facilities Management and Steve Robinson, Head of Commissioning and Procurement to the meeting.

Members were provided with a presentation on Cardiff Council's Facilities Management Service, which provided an overview of: What the Service Currently Offers; Their Objectives; Their Continuous Improvements Achievements; Their Savings Targets; The Building Maintenance Framework; Updates to Service Level Agreements; Customer Service Resources and Performance Information.

The Chairperson thanked Officers for their presentation and invited comments and questions from Members.

- Members were concerned that there had been no business case for a saving put forward previously and enquired how this could have happened. They also sought reassurance that the figures they see at their scrutiny budget meetings were sound and accurate. Officers explained that a former Operational Manager had felt pressure to put forward a budget saving but didn't have the full information behind it.

- In reference to the risk assessments for savings proposals, Members considered it would be useful to be able to see the plans if they wished, to determine whether they were stable and to have full information before making decisions.
- Members expressed concern over whether the Amber/Green status given to security issues was robust enough.
- Members enquired about timescales for repairs and checks on the quality of repairs. Officers explained that timescales were logged through the service desk and looked at weekly. In terms of checking, 10% of all repairs were checked and fed back to the strategic supplier meetings on a monthly basis.
- Members enquired whether Facilities Management could take on schools cleaning contracts. Officers explained that amalgamation of DSU services was being looked at.
- Members sought information on the cost of manning the staff car park and who was meeting the cost. Officers stated that the costs were being met through the Resources directorate.
- Members asked how Officers could benchmark against other providers when they had to achieve budget savings too. Officers explained that they were working with schools, attending Head Teachers Conferences and looking at the Building Services Framework Agreement. They agreed that they had to be visibly competitive, they have KPI's measured against the Framework Contractor, but the still lots of work to be done.
- Members enquired whether Facilities Management were bound by the same trading restrictions as Central Transport Services were. Officers explained that they were, but there were options available to them such as establishing a trading arm, collaborating with other local authorities, income generation and joint venture companies.
- In reference to the maintenance backlog, Members asked whether there were any safeguards in place to protect buildings of historical significance in the City. Officers explained that they have to work with Strategic Estates as they hold the budgets. Facilities Management had the responsibility for keeping the buildings safe, weather tight and warm. Officers did however understand Members concerns.

- Members asked for an update on the 'Our Space' project. Officers explained that Our Space was an overarching estates strategy which had now been transferred into Economic Development, as they had taken over all property as assets. Our Space had been stopped in County Hall until decisions had been made about the future of the building.
- Members sought clarification that all income from property would now go to Economic Development, Officers explained that it would, however Capital receipts would go to Corporate.

AGREED - That the Chairperson, on behalf of the Committee, write to the Leader, highlighting the following issues:

- The Committee welcomed the work being undertaken by the Operational Manager to develop a strategy to take the service forward, including potential collaborative opportunities, as well as efforts to improve the service's relationship with Schools. Members raised the difficulties faced by the service in a rapidly changing and increasingly competitive marketplace. The Committee queried how easy it would be for the service to plan without having a publically stated position with regards to the future of the Council's operational estate. The Committee received a brief update from the Corporate Director – Resources regarding the former OurSpace programme which has now developed into an 'OurSpace lite' project. The Committee noted that there is still uncertainty over the future of County Hall, which has stopped previously planned refurbishment work and hoped that the position will be clarified in the very near future.
- The Committee also discussed with some concern the maintenance backlog which is facing the Council, and questioned whether unnecessary spend can be effectively avoided without a public position regarding the Council's estate.

53 : WORK PROGRAMME REPORT

Kate Ward, Principal Scrutiny Officer provided Members with an update on the Scrutiny Work Programme.

AGREED – That the Work Programme report and attached documentation be noted.

54 : COUNCIL TAX SINGLE PERSON DISCOUNT INQUIRY UPDATE

This report was for Members' information only.

AGREED – That the Council Tax Single Person Discount Inquiry Update information report and attached documentation be noted.

55 : BUDGET MONITORING 2013/14 – MONTH 6 UPDATE

This report was for Members' information only.

AGREED – That the Budget Monitoring 2013/14 – Month 6 Update information report and attached documentation be noted, and to write to the Cabinet Member for Finance & Economic Development to convey the following comments;

- Members discussed the presentation of budget monitoring information more generally during the meeting. The Month 3 monitoring report included a full breakdown of savings projections against each of the budget proposals, which Members found useful in understanding where issues are arising across the Council. As this information was not made available with the Month 6 report, the Committee recommend that it is reinstated with the Month 8 report.
- With regards to the transfer of the Strategic Estates services from the Resources Directorate the Committee reiterated points it made during the Economic Development directorate budget briefing that where services are transferred between directorates, this should be made more visible to Members in future. This is particularly important given the bearing which this can have on directorates' overall budget position and Scrutiny Committees' ability to monitor this.

56 : CORPORATE RISK REGISTER – MID YEAR POSITION 2013/14

This report was for Members' information only.

AGREED – That the Corporate Risk Register – Mid Year Position 2013/14 information report and attached documentation be noted.

57 : AUDIT COMMITTEE MINUTES

This report was for Members' information only.

AGREED – That the Audit Committee Minutes be noted.

58 : ANNUAL COMPLAINTS REPORT

This report was for Members' information only.

AGREED – That Annual Complaints information report and attached documentation be noted.

59 : CORRESPONDENCE

The Committee received copies of correspondence sent and received in relation to matters previously scrutinised by this Committee.

AGREED – That the correspondence report and attached documentation be noted.

60 : DATE OF NEXT MEETING

It was noted that the date of the next Committee meeting would be on Thursday 13th February 2014, 2.00pm in Committee Room 3, County Hall, Cardiff.