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## AGENDA

|                                    |   |
|------------------------------------|---|
| <b>Pwyllgor</b>                    | PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD  |
| <b>Dyddiad ac amser y cyfarfod</b> | DYDD MAWRTH, 6 RHAGFYR 2016, 4.30 PM  |
| <b>Lleoliad</b>                    | YSTAFELL BWYLLGORA 4 - NEUADD Y SIR   |
| <b>Aelodaeth</b>                   | Cynghorydd Howells (Cadeirydd)<br>Y Cynghorwyr Hunt, Murphy, Sanders, Thomas, Walker a/ac Goddard |

### 1 Ymddiheuriadau am absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

### 2 Datgan Buddiannau

I'w gwneud ar ddechrau'r eitem agenda dan sylw, yn unol â Chod Ymddygiad yr Aelodau.

### 3 Cofnodion (*Tudalennau 1 - 10*)

Cymeradwyo cofnodion y cyfarfod blaenorol a gynhaliwyd ar 11 Hydref 2016 fel cofnod cywir.

### 4 Strategaeth Gwasanaethau Cwsmeriaid (*Tudalennau 11 - 66*)

- Taith o wasanaethau'r Rheng Flaen - C2C, Teleofal a Gwylidwriaeth.
- Bydd y Cyng. Graham Hinchey, Aelod Cabinet dros Wasanaethau Corfforaethol a Pherfformiad yn bresennol ac yn dymuno gwneud datganiad o bosibl.
- Bydd Isabelle Bignall, Cyfarwyddwr Cynorthwyol Gwasanaethau Cwsmeriaid a Chymunedau; Rachel Bishop, Rheolwr Gwasanaethau Cwsmeriaid, Emlyn Nash, Rheolwr Gwasanaethau Cwsmeriaid Corfforaethol a Lowri Morris, Rheolwr Cynorthwyol y Ganolfan Gyswilt yn bresennol i ymateb i gwestiynau Aelodau.

- Cwestiynau gan Aelodau'r Pwyllgor.

## **5 RhDS – Adolygu Craffu (Tudalennau 67 - 92)**

- Bydd y Cynghorydd Daniel De'Ath, Aelod Cabinet dros Ddiogelwch, Sgiliau ac Ymgysylltu yn bresennol ac yn dymuno gwneud datganiad o bosibl.
- Bydd Davina Fiore, Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol a Paul Keeping, Rheolwr Craffu a Chydraddoldeb yn bresennol i ymateb i gwestiynau Aelodau
- Cwestiynau gan Aelodau'r Pwyllgor

## **6 Y Ffordd Ymlaen**

- Strategaeth Gwasanaethau Cwsmeriaid
- RhDS – Adolygu Craffu

## **7 Dyddiad y cyfarfod nesaf**

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Mercher, 30 Tachwedd 2016

Cyswllt: Kate Rees, 029 2087 2427, [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

***This document is available in English / Mae'r ddogfen hon ar gael yn Saesneg***

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

11 OCTOBER 2016

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Murphy, Sanders, Thomas, Walker  
and Goddard

27 : APOLOGIES FOR ABSENCE

None

28 : DECLARATIONS OF INTEREST

The Chairperson advised Members that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest forms, at the commencement of the agenda item in question.

29 : MINUTES

The minutes of the 13 September 2016 were approved as a correct record.

30 : BILINGUAL CARDIFF WELSH LANGUAGE STRATEGY 2017- 2022

The Chairperson advised that simultaneous translation was available for this item and therefore Members and Officers were invited to speak in either language. The presentation would be delivered in Welsh and all slides used in the presentation would be bi-lingual.

The Chairperson welcomed the following persons:

- Councillor Phil Bale, Leader of the Council;
- Davina Fiore, Director of Governance and Legal Services
- Ffion Gruffydd, Head of Bi-Lingual Cardiff

The Chairperson advised that the Committee had an opportunity to familiarise itself with national policy development in respect of the Welsh language; and contribute to policy development by adding its voice to the consultation on the strategic content of the Bilingual Cardiff Welsh Language Strategy 2017/2022. The Strategy outlined the Council's vision along with the high level strategy for increasing the numbers of Welsh speakers as the City continued to grow. The final Welsh Language Strategy 2017/2022 would be published for consideration by Cabinet in December 2016. Therefore, at this stage Members were invited to offer comments and observations for inclusion in the consultation, and in further development of the action plan.

The Committee noted the Welsh Governments target of a million Welsh speakers by 2050 and recognised Cardiff had a facilitating role in supporting the Government's strategy.

The Chairperson invited Councillor Bale to make a statement.

Councillor Bale explained this was part of Welsh Government Policy and accepted that more was required to develop and encourage Welsh Language in Cardiff. Numerous organisations were supporting the Welsh Language Strategy, along with the development of a robust Action Plan to support Welsh Language. The Welsh Cultural Centre in Cardiff was supporting and promoting the language and provided services and shared resources to encourage the new direction of travel.

The Head of Bi-Lingual Cardiff provided the Committee with an update and presentation.

An overview was provided for the vision of Bilingual Cardiff. Introducing the Welsh Language Standard into the everyday lives of people. Supporting persons who chose to communicate in their preferred language and encouraging people to learn the Welsh Language and support its development in the city.

The presentation outlined the following:

- Welsh Government Strategy
  - A Living Language: a language for living
  - Draft Strategy August 2016 'a million Welsh Speakers by 20250'
- Six Strategic Areas
  - The Family
  - Children and Young People
  - The Community
  - The Workplace
  - Welsh-language Services
  - Infrastructure
- Consultation
- Next Steps
  - Action Plan
  - Consultation Event
  - SMT
  - Cabinet
  - Full Council

The Chairperson invited the Committee to ask questions.

The Committee was advised that work was on-going with the Welsh Language Unit in Welsh Government to increase the percentage of Welsh speakers. The growing population of Cardiff would contribute towards this and a target was being developed to reflect the potential growth.

Members of the Committee were advised that the number of Welsh Language speakers is reported in Census figures. There was also evidence that reported on the number of persons who learnt and spoke Welsh at a young age but who now no longer speak in Welsh. Targets would seek to develop and support this.



The Committee was advised there were vast numbers of earlier generations who had initially spoken Welsh and had now lost the language. Work was ongoing with Cardiff University and the Welsh Language Centre to encourage Welsh Language and support additional refresher learning. It was noted that 17% of children in Cardiff attended a Welsh Medium Education. Further, Welsh Language Support should be encouraged in English Medium Education.

The Members were keen to share their experiences of the Welsh Language including those who had initially learnt Welsh in primary school and did not continue speaking Welsh in High School.

A concern was raised about English speaking parents whose children attended Welsh Medium Education and how the communication channels were preserved out of school hours. It was considered essential to develop their Welsh Language in the home, to provide Welsh Language support for English speaking parents.

The Committee drew attention to the promotion of Welsh Language in the Public Sector and Government Organisations. Cardiff attracted a significant number of Private Sector companies and the Committee asked if these companies were engaging in the process.

Members of the Committee were informed of the promotion of Welsh Language in English Medium Education and further education courses provided to support this transition. Private Sector Companies were also being encouraged to abide by the Welsh Language Standard, this included support from the Business Improvement District.

The Committee was advised that Welsh Government recognise that children not learning and speaking Welsh was seen as a failure. Mentor Caerdydd was providing a package to support and encourage learning of the Welsh Language, including support directed at all audiences. It was recognised that some children were not aware of the Welsh Language and its history and therefore a different set of audiences were being targeted. The Public Sector was part of the first round to be included in the Welsh Language Standard, the Emergency Services were part of the second round, which could also include the Private Sector.

Members of the Committee drew attention to the different dialects of Welsh being used throughout the country, as there seemed to be no actual standardised form. Further, there was evidence of English being spoken in the playgrounds of Welsh Medium primary schools.

It was considered that standardised Welsh were being used especially on television with the launch of S4C, and also that Welsh Language was also being used for business purposes.

The Committee noted that Carmarthen Council had won an appeal against the Welsh Language Standards. Members were concerned that as to whether Cardiff had the resources in place to support meeting the Standards. Particularly how the Council could meet the Standard corporately, including the number of Welsh speakers in the workforce.

Members were advised that the number of Welsh speakers in the organisation was relatively low. Some staff had limited Welsh and could meet and greet, but overall this needed to be developed to meet the requirement. Resource issues were limited, including the placement of these resources to achieve the best support. Compliance was also an issue and there were some areas where the Welsh Commissioner had been involved.

The Committee agreed that Cardiff was a public sector leader, and would be concerned if there was any possibility of a future administration avoiding compliance. Concerns were directed towards the resource implications of meeting the Welsh Language Standards, particularly where this required financial investment. Such strict interpretation of the Standards by the Welsh Commissioner would present significant financial challenges for the Council and weaken its chances of compliance.

The Committee was advised there was a process to follow and focus should be directed towards abiding by the Standard. Welsh Essential posts were being filled throughout the organisation and this was progress. Temporary Signs across the City were also in the process of being changed as the Welsh should now be listed above the English.

The Committee was advised the Council was 83% compliant with the Standard. Some areas of risk had been identified and this was in the process of being addressed. The Welsh Language had the same status as the English Language and should not be treated less favourably in the organisation. An equal service should be provided to users and persons who chose Welsh as their preferred language.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

## 31 : PUBLIC SERVICES BOARD - PROGRESS BRIEFING

The Chairperson welcomed the following:

- Councillor Phil Bale, Leader
- Paul Orders, Chief Executive
- Joseph Reay, Head of Performance & Partnerships
- Kate Ward, Principal Policy Officer (Partnerships)

The Chairperson advised Members that the Committee now had an opportunity to consider the Council's progress in addressing the requirements of the Well-being of Future Generations (Wales) Act 2015 in respect of Cardiff's partnership working arrangements. This Committee had the overarching responsibility for scrutiny of the Council's partnership work, specifically scrutiny of Cardiff's Public Services Board (PSB). Therefore, in line with the Council's Constitution the Committee would perform a strategic overview role of the PSB's performance going forward.

Members were reminded that the Act prescribes the establishment of statutory Public Services Boards for each local authority area in Wales with a duty to improve the economic, social, environmental and cultural well-being of its area by contributing to the achievement of the well-being goals.

The Chairperson invited Councillor Bale to make a statement.

Councillor Bale explained the Public Services Board was established in response to Welsh Government Legislation. The Public Services Board met for the first time in May 2016. Partners used this meeting to discuss a range of strategic issues, with a clear emphasis on the Outcomes that matter most for the City of Cardiff and the value the PSB can add to achieving these. :

The PSB's discussion led to the agreement of two early priority initiatives:

1. The development of a Public Services Innovation Hub. Y Lab (a partnership between Cardiff University and Nesta) has been commissioned to advise the PSB on how an innovation hub which brought together public sector partners could support the PSB's work and what potential models could be used. Such a hub could be used to engage with experts and stakeholders, such as the Business Improvement District, to address the challenges facing the city, such as NEETS.
2. Appointment of a Challenge Advisor to the Public Services Board to bring in international expertise to both support and challenge the PSB as it delivers against its well-being objectives. .

The Committee was advised of the statutory duty of the Public Services Board to improve the social, economic and cultural wellbeing of Cardiff's communities. Further to this aim, the Public Services Board must assess the state of well-being in the area, set local well-being objectives that will contribute towards achieving the well-being goals for Wales, and publish a well-being plan.. The Public Services Board will be leading a Liveable City Forum with a range of partners and stakeholders early in the New Year to develop a set of priorities for the City. This work will then be incorporated into the development of Cardiff's Well-being Plan. It was explained that, due to statutory timescales, the Plan will not be published until Spring 2018.

The Chairperson invited the Committee to ask questions.

The Committee was clear that the Well-being of Future Generations Act bestows a statutory role for Scrutiny; and further that the Council's Constitution bestows on this Committee responsibility for scrutiny of the Council's partnership work. This presented a major shift in statutory possibilities for the Committee and the specific focus of the Policy Review and Performance Scrutiny Committee going forward.

The Committee Members were keen to gain insight into the governance of the Board at an operational level and whether a sub-group or programme board system would still be utilised. It was explained that a full review of the current structure of the overall partnership was underway but that continuity would be ensured for those programme

boards which are still fit-for-purpose and functioning effectively to ensure continuing oversight of the work commenced under the former Cardiff Partnership Board while the PSB's well-being objectives are developed.

The Committee acknowledged that the Public Services Board was accountable for its performance but Members were keen to ensure that, alongside statutory scrutiny of the Public Service Boards, appropriate governance arrangements would be established to ensure the Board manages its performance effectively. The Committee sought assurance that the work of the previous Cardiff Partnership Board, particularly the detailed needs assessments that have previously been undertaken, would be preserved. Members also felt it would be important to the success of the Public Services Board arrangements that the achievements of the Cardiff Partnership Board's non-statutory partnership working be captured and incorporated in future partnership working in the city.

Members of the Committee were advised that the legislative specification of 'Statutory Members' and 'Invited Members' to the Public Services Board does not preclude the initiation of other partners, including representatives from Cardiff's faith communities, and that they will be engaged with on an ongoing basis.

The Committee noted the 7 national Well-being Goals did not include any explicit reference to education, learning and skills and questioned how this area was incorporated.

The Committee was advised that effective education, learning and skills were critical to two of the Cardiff What Matters Outcomes 'Cardiff has a thriving and prosperous economy' and 'people in Cardiff achieve their full potential'.

Members asked what diagnostic tools and performance data was being used to develop the Liveable City report and Well-being Assessment.

The Board is leading the development of the assessment of well-being in Cardiff, which will build on the previous What Matters needs assessment. The results of this assessment will inform the Public Services Board's priorities going forward and drive the Well-being Plan for Cardiff.

The Committee was advised that data from a variety of sources was being used, including quantitative, such as census data and Core Cities comparative data, and qualitative, such as Ask Cardiff data. Some data would be available to a Neighbourhood Partnership level.

Members asked about lines of democratic accountability.

The Committee was informed that the Well-being of Future Generations Act set out specific requirements in terms of approval of the Well-being Plan through a meeting of Full Council, and partners' governance arrangements, as well as a specific remit for Scrutiny.

Members of the Committee asked what the position was if partners did not participate fully. The Committee was advised that early participation has been very strong across the range of partners involved which is further testament to the strength of and commitment to partnership working in Cardiff. The Committee was advised that an independent challenge advisor was in place to work with partners, and part of the Adviser's remit would be to ensure any potential barriers to participation are removed. It was noted that significant issues in this area could also be escalated to Welsh Government but there was no expectation that this would be necessary.

The Committee was of the view that to date some partners had been more visible than others in their offer and that it would be critical to ensure all partners can participate fully. Members were interested to hear the Board had appointed an independent challenge advisor, which was seen as a useful approach and asked to be provided with the Term of Reference for the position. This was seen as an opportunity for the Adviser to engage with the Committee to support them in carrying out their statutory role.

The Committee raised the concern that the requirements of the Well-being for Future Generations Act and the Public Services Board could be approached as a 'tick box' exercise in order to prove compliance with the legalisation without effecting any genuine change. In response it was emphasised that the Cardiff Public Services Board's approach to the requirements of the Act is focused on ensuring an outcomes-focused approach that will ensure working in partnership adds value for the residents of the city.

Members were aware of the Future Generations Commissioner's expectations of a culture change in how decisions about the delivery of local services were made. The Committee was keen to establish how Cardiff citizens would feel this culture change and how the organisation would achieve culture change.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

## 32 : STATUTORY ANNUAL IMPROVEMENT REPORT 2015/16

The Committee welcomed the following:

- Councillor Graham Hinchey, Cabinet Member Corporate Services & Performance
- Christine Salter, Corporate Director Resources
- Joseph Reay, Head of Performance & Partnerships

The Chairperson advised the Committee that this item gave Members the chance to examine the Council's Annual Statutory Improvement Report 2015-16, prior to its submission to Cabinet on 13 October 2016. The Council was required under the

Local Government Measure to publish its Improvement Objectives and how it planned to achieve them. The document provided a retrospective summary evaluation of performance for 2015-16.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey drew attention to the National Strategic Indicators and Performance Accountability Measures included in the report, stating that the Council's performance against these indicator sets made it the 3<sup>rd</sup> most improved Council in Wales. Substantial improvement could also be seen in the financial resilience and performance monitoring framework, The Organisational Development Programme was developing specific projects and supporting change throughout the organisation. Employee Roadshows were continuing to play a major part in staff engagement and development, including the 'Make the Difference' campaign. Financial pressures were visible but progress overall was evident.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to the Improvement Objectives and asked for clarification as to how they fit into the overall governance architecture of the Council. In response the Committee was advised that the Improvement Objectives are each linked to one of the Council's four Corporate Plan Priorities.

Members of the Committee were keen to have an understanding of what had been achieved against the What Matters Outcomes. In response the officers advised that the What Matters Strategy was the strategy for the City as a whole and therefore delivered through Cardiff's partnership mechanisms. The Improvement Objectives and the four Priorities they relate to represent the Council's contribution to achieving the aims of the What Matters Strategy.

The Committee drew attention to the Organisational Development Programme designed to reshape the Council in response to a range of critical challenges, including its financial position, and asked when evidence on this change would be brought forward. Members were advised the Organisational Development Programme undertook an independent assessment of work in-house which had previously been reported to the Committee. Members were advised that the Organisational Development Programme would be undergoing an external review in 2017 and that the Committee would be a key stakeholder in this process. Members were also advised that an analysis of the effectiveness of the Organisational Development Programme would be a feature of a robust review process. The Committee was advised that work would be undertaken to plan for the future in parallel to this process, to ensure the Council is positioned in the best possible space to meet the challenges posed by factors such as population growth and demographic change.

Members felt that the robustness of the target setting process was unclear. Members were advised that target setting was ongoing priority being addressed by joint working between the Corporate Performance Team and performance leads within directorates.

Members were concerned the report failed to reflect progress being made in some areas; for example, housing waiting list targets were not referred to and strong progress was not evident.

The Committee was advised that it is necessary to balance the overall resource base of the Council the varied needs of the communities we serve. The Wales Audit Office had made a recommendation to improve performance and the Organisational Development Programme was supporting and developing the way forward.

The Committee acknowledged the improvement made in several key areas, but expressed a desire to see greater detail in accounting for the Council's overspends.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

33 :

34 : DATE OF NEXT MEETING

15 November 2016

***This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg***

Mae'r dudalen hon yn wag yn fwriadol



**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**AGENDA ITEM 4**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**6 December 2016**

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## **Customer Services Strategy**

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### **Reason for the Report**

1. To examine how well the Council is managing its gateway to customer services, including observation of the Council's frontline call centre service (C2C), consideration of progress in delivering the Digital and Customer Services Strategies, focusing on current performance, and challenges faced.
2. Papers attached to this report in preparation for the Scrutiny are as follows:
  - Appendix 1: C2C Annual Report 2015/16
  - Appendix 2: Cardiff Council – Digital Strategy 2016
  - Appendix 3: Cardiff Council – Customer Management Strategy 2012
  - Appendix 4: Contact Centre Core Data for October 2016
  - Appendix 5: Web Core Data.

### **Background**

2. The Connect to Cardiff service (C2C) is based at Wilcox House and is the main point of contact for all customer requests for Council services. The centre was recently awarded the 2015/16 Welsh Contact Centre Award for People Engagement.
4. During the Committee's 2016/17 work programming discussions Members expressed an interest in visiting C2C when the Committee next considered customer services, prior to holding a full Scrutiny Committee at Wilcox House.

5. The Committee therefore agreed in September 2016 to align its C2C visit alongside scrutiny of the Organisation Development Programme (ODP) Customer Service Strategy.

## Issues

6. The major services currently offered by C2C are:
  - Council Tax (online forms, payments, reminders/summons, payment agreements, and council tax benefit);
  - Waste Management Requests (non collection reports, bulky collections & street cleansing);
  - Highways (street lighting, drainage & highway defects);
  - Housing (benefit, housing repairs); and
  - Parking (enforcement, permits).
7. The Council's OD Programme has highlighted that a digital strategy for service access is key to delivering customer service improvements. The Digital Strategy attached at **Appendix 2** sets out how the Council will address all of the components necessary to achieve a digital transformation. The Strategy highlights that delivering digital services will require a change in vision and goals; people; buildings; technology; processes and culture.
8. The Council's Customer Management Strategy attached at **Appendix 3** was published in 2012 and is due to be refreshed in 2017. It sets out the *vision* for the way customers are managed across all services; the *strategy* which will deliver this vision; and the approach and general guidelines for *the development of customer access channels*.
9. Since C2C was established 15 years ago in September 2001 there has been a revolution in the way that the general public has accessed services. On-line shopping and banking transactions are now fully accepted and used by a large proportion of the population. In addition, social media and mobile technologies such as smartphones are a way of life.

10. A primary driver for the Council's Customer Management Strategy is to reduce costs, and the Strategy illustrates there is a strong link between improved customer management and savings. To achieve this vision, the Strategy is focused around four key themes:

- Understanding and meeting needs;
- Informed and engaged customers;
- Customer focused culture; and
- Accessible and integrated service provision:

11. The Strategy proposes the development of new access channels including web, mobile apps, phone and face-to-face (via Citizen Hubs primarily), and encourages a general shift in channel usage from higher cost to lower cost channels. This involves:

- Designing access channels with the needs and preferences of our customers in mind, ensuring that we enable those who require it to use face to face services;
- Encouraging greater use of the most cost-effective contact methods;
- Creating a positive experience for customers through their use of these new access channels and types of interaction;
- Actively encouraging service areas to work together with each other and with Customer Management;
- Learning and innovating continuously; and
- Identifying savings by analysing customer experiences and end to end cost to serve data.

12. The preferred access channels to achieve customer efficiencies are Web; Telephone self-service; Phone; Face to Face (for customers unable to access cheaper channels, offered via Citizen Hubs.); and Apps.

13. Non-preferred access channels that are discouraged for general use are White Mail (Post); Email; Face to Face (other than via Citizen Hubs for those who need it); and Text (SMS):

### **Scope of the Scrutiny**

14. The Scrutiny will commence with a full tour of C2C and all services delivered, followed by formal Committee in session. Questions are welcome during the tour but will only be recorded if also asked during formal proceedings.

15. Committee members may wish to consider the services offered by C2C; the methods by which customers can make contact with C2C (e.g. telephone, email and web chat); levels of customer satisfaction; progress that has been made in implementing the Strategy since 2012; and how in practice implementation of the Digital Strategy is contributing to improvements in customer service.

16. Councillor Graham Hinchey, Cabinet Member (Corporate Services & Performance) will be in attendance. Isabelle Bignall (Assistant Director, Communities and Customer Services), and her team Rachel Bishop (Contact Centre Manager), Emlyn Nash (Corporate Customer Services Manager) and Lowri Morris (Assistant Contact Centre Manager), will present the current arrangements for managing customer services and answer any questions Members may have.

17. During the formal proceedings there will be two presentations covering

- Web Presence and Digital over view: *Isabelle Bignall and Emlyn Nash*
- C2C Customer Strategy and experience: *Rachel Bishop*.

### **Legal Implications**

18. 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 the Cabinet/Council will set out any legal implications arising from those recommendations. All decision taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirements imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be taken having regard to the Council's fiduciary duty to its taxpayers; and (he) be reasonable and proper in all the circumstances.

### **Financial Implications**

19. 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 contribute its comments and observations to inform the customer vision for C2C; the future refresh of the Customer Services Strategy; and the application of a customer centred Digital Strategy.

**Davina Fiore**

Director of Governance & Legal Services

30 November 2016

Mae'r dudalen hon yn wag yn fwriadol

### About Connect to Cardiff

C2C provides a direct link for help and advice on all council related matters. Our core services include council house repairs, council tax, recovery agreements, waste management queries and the logging of complaints. But did you know we are also here to help you with council issued benefits, Highways maintenance requests and even take details of problem parkers. Our workforce is made up of a team of highly skilled customer service specialists who are available to talk to from 8:30am to 6pm every weekday.



## Welcome to Connect to Cardiff Annual Report

*The aim of this report is to let you know a little bit more about ourselves and how we are delivering service for the City of Cardiff Council and outline our key achievements for the year. It's also a great opportunity for us to look to the future and what else we would like to accomplish and the challenges we are facing in the year to come.*

## STAFF ENGAGEMENT



C2C recently fought off competition from Admiral, Virgin Media and HSBC to win this year's Welsh Contact Centre Award for People Engagement. As an 'Investors in People' contact centre we pride ourselves on excellent customer service and put the staff right at

the heart of what we do. A major motivation behind putting C2C forward for the awards was to formally recognise the success of the centre's Staff Engagement Strategy. Managers are keen to demonstrate to all members of C2C how proud they are of the collaborative approach staff

takes to everyday working, and to commend them for their commitment to its values. Regular one-to-one sessions, NVQ opportunities, staff forums, an online staff suggestion form and on-site team building exercises make up just part of the strategy.

## Contact Volumes

Demand for C2C gets higher year on year and 2015 was the busiest to date with a 6% increase on the number of calls offered compared to the year before. We currently handle an average of 55,000 calls every month with September 2015 the busiest in C2C history and saw the team offered just shy of 70,000 calls. C2C also respond to an average of 8,500 customer emails on each month

## Meet the Team

Sian started with C2C in January 2006 as an Admin Assistant. Sian tells us “the best bit of working at C2C is that there are never 2 days the same and I have fantastic colleagues who provide me with knowledge, humour and friendship”



### Sian's Journey

Customer Service Representative, April 2006

Senior Customer Service Representative, November 2006

Team Leader, September 2008

Senior Team Leader, April 2015

## Customer Engagement

C2C take a keen interest in what our customers have to say about the service they receive and contact a sample of customers each month to get their view on how we did.

For the year 2015/2016 C2C achieved an overall customer satisfaction rate of 96.7%. One customer told us via email;

*“Contact was excellent, replies were swift. Very impressed.”*

We welcome all forms of feedback and the C2C team are always geared up to take on board customer's comments or ideas through our Customer Suggestion scheme.

Likewise any complaints are very carefully considered and changes brought about as a result whenever it's possible. We value the opinions of our customers and encourage you to get in touch.

## Performance for the financial year 2015/2016

- C2C were offered **733,148** calls
- **669,334** of these calls were handled
- Our overall answer rate for the year was **91.36%**
- We were offered **97,631** customer emails

- The average time to answer a call was **62 seconds**

## Key Stats

During city wide changes to the way in which refuse is collected between July and January, the number of case related to waste management increased by 95% and averaged nearly 15,000 a month.

Customers choosing to email queries regarding council tax increased by 44% when compared to 2015.

During this period C2C set up or amended 853 council tax Direct Debits.

## Business Ambassadors

In the year to come, C2C will be involved in the Careers Wales 'Activate' programme in the guise of a Business Ambassador.

The programme is designed to intervene with secondary school pupils who are showing signs of disengagement with education and get them back on the right path.

The scheme caters for pupils from year 7 all the way up to year 5 which each school year taking part in a unique initiative such as tailored work experience opportunities and solving real work-based challenges as set by the Business Ambassadors.

## CONTACT US



Dedicated Welsh Line:  
**029 2087 2088**



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## Introduction

The City of Cardiff Council has been delivering organisational change through the established Organisational Development Programme. This programme of change has highlighted that digital services, services that can be entirely

completed on-line, are a key component to delivering improvement and efficiencies.

The growing demand from users of Council services to be able to access and complete services on-line has been

highlighted by the recent Digital Cardiff

Consultation , where 89% or respondent were Very or Fairly Likely to want to complete simple queries and services online.

Alongside this growing demand from citizens, visitors and businesses to use Digital services, there has been strong investment in the city wide infrastructure to support people to use digital services. This includes the roll out of free Wi-Fi in public buildings and high speed 4G networks across the city. These infrastructure investments combined with the increased use of smart phones and tablets amongst all age groups, means that internet usage is on the rise

with 85% <sup>1</sup>of people in East Wales having used the internet in the last 3 months.

The delivery of digital services is the first step towards building a digital city region. Using the digital infrastructure that is being established will enable the City of Cardiff to develop new and innovative ways of managing the city, working with Citizens and Businesses.

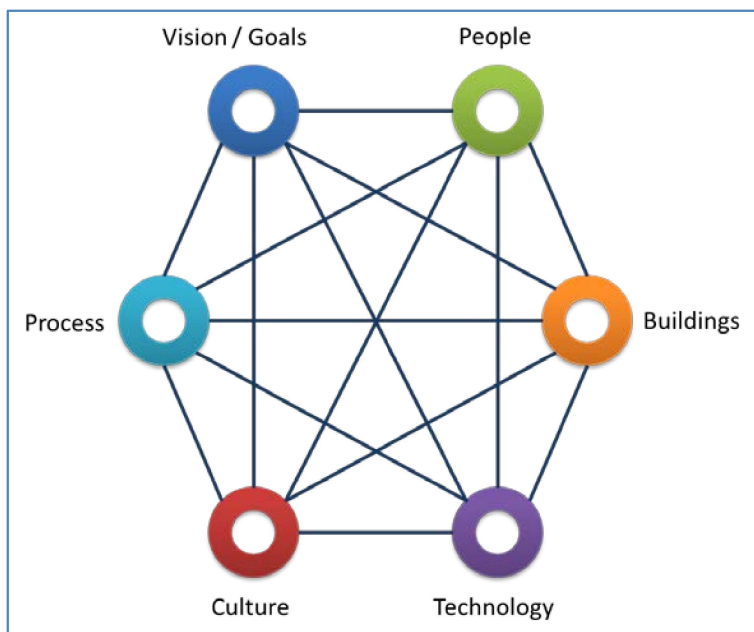


FIGURE 1: TRANSFORMATION MODEL AFTER CHALLENGER, CLEGG AND ROBINSON (2010)

Delivering successful digital services does not rely on the application of technology by itself. For the digital transformation to be successful it needs to be recognised that all aspects of the way the Council works will need to change.

The transformation model in Figure 1

highlights that for digital transformation to achieve its goals all of the elements linked with change need to be successfully addressed.

This strategy document sets out how the City of Cardiff Council will address all of the components necessary to achieve a successful digital transformation.

<sup>1</sup> <http://www.ons.gov.uk/ons/rel/rdit2/internet-users/2015/rft-ia-tables.xls>

## Vision / Goals

We are committed to the vision set out in the Welsh Government's [Digital First Strategy](#) to deliver responsive, consistent and excellent public digital services. These digital services will be simple and convenient to use, so that those who can use them will choose to do so, and we will provide assistance and support for those who cannot.

We will adopt a "Digital by default, face to face when necessary" approach to delivering services. This will enable Citizens, Visitors and Businesses to interact and perform digital services, as and when they choose, using whatever device they prefer.

We will build connected digital communities for discussion or community partnership activities. Digital democracy will allow the people, communities and businesses to partner with us in new ways to meet the future challenges of our City.

We will adopt these new digital ways of working to become more agile and responsive in the delivery of our services to the City of Cardiff. Adopting this digital way of working will require us to change the way we work, where we work and with whom we collaborate to deliver services.

We will deliver bi-lingual access to digital services, promoting the use of Welsh language.

We will create a dedicated digital services team that has the skills and training to support the continuous improvement and delivery of digital services

## People

Whilst we will commit to making our services as accessible, simple and easy to use as possible, we recognise moving to digitised services will

present challenges to both users of our services and our colleagues. It is essential that this digital transformation recognises and addresses these challenges.

We will encourage our communities to access digital services through providing appropriate resources across the city, and offering the support and training where required.

We will provide training, development and support for our colleagues to help them adopt these new ways of working, and make digital ability a core component of employee development.

Agile workers will be able to start their day from home, going to where they need to be to best deliver their services. Agile workers will be able to access "touch down" points across the city when they need to, and not have to travel to and from core buildings.

## Buildings

Applying the principle of "Fewer but better Buildings" the core objective of the Office Rationalisation project is to consolidate staff in core offices such as County Hall, maximising the utilisation of these buildings.

To maximise utilisation of the core buildings, we will make use of hot-desking, allowing agile workers to have desks as and when they need them. This will enable us to consolidate our work force into fewer and better buildings, improving flexible working and reducing accommodation costs.

The HUB's programme will continue to establish further multi-service, multi-partner Hubs across the city with two new Hubs to be created in Grangetown and Rumney.

These new hubs will enhance the existing network in Central, Ely, Llanrumney and Canton, providing face to face support to those who need our help the most.

## Technology

We will ensure that Customer interaction is Digital First – Customer services will be available via digital channels and should be the first choice of channel for customer interactions. All technology decisions will be made to support digitised services

We will commit to making our technology easy to use - All technology needs to deliver the best user experience possible and be focussed on delivering outcomes.

Flexible services –The pace of change for technology and business is increasing, being able to flex in both adoption of new technology and the scale of services is essential. All services will be designed to flex rapidly to respond to changing environments. In line with future agility and flexibility, technology needs to support delivery of consistent services in whatever location is most appropriate for the user of that service.

Cloud based delivery by default – Core cloud infrastructure will be developed and all new technical services will be delivered through cloud mechanisms. This will ensure that the Council has access to the most flexible and cost effective technologies.

## Culture

Going digital is about adopting digital tools and techniques we now take for granted in our personal lives to make the services of the Council better.

A digital culture is customer-centric. The changes from digital transformation will require a change in working culture for the Council.

We will need our departments to work better together, delivering better results for everyone who lives and works in Cardiff.

With agile staff working in multiple locations we will have to adopt new ways of communicating with, and management of staff.

We will use these digital tools to communicate more effectively, sharing and managing data more robustly, delivering more effective working practices.

## Processes

Building digital services will mean we have to change how we work, both with Citizens and with each other. When creating these new processes we need to acknowledge that they will need to be designed differently.

We will design digital projects by understanding how and why people use these services, designing them to fit better with the way people need to use them. This is true both for services we design for members of the public and services for Council Employees.

We will build simple and easy to use services so that people can complete them without help. Focusing on how people use services, and not the constraints of the Council's structure will ensure that our services are not daunting or difficult to use.

We will appoint a single business owner for each of the digital services we will build. They will be responsible and empowered to deliver the best service possible.

# Customer Management Strategy

October 2012



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*This document is divided into four parts: Executive Summary; Context; Customer Management Strategy; and Access Channels. These can be read as separate documents but, together, describe Cardiff's customer management approach.*

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# **Part 1 – Executive Summary**

*This part gives a short overview of our approach.*

# 1 Executive summary

Cardiff Council recognises the need for a clear and coherent definition of the way forward for Customer Management in Cardiff. Specifically, this document articulates:

- The vision for the way customers are managed across all services;
- The strategy which will deliver this vision;
- The approach and general guidelines for the development of customer access channels.

## 1.1 Background

Customer management provision in local government has traditionally been designed around organisational rather than customer needs and has often been based on organisational silos. From a customer viewpoint this is confusing, with inconsistency in the way services are delivered and information is provided to customers. We want to place the customer at the heart of the organisation – this philosophy underpins the Customer Management Strategy set out in Part 3 of this document. We want fundamentally to transform the experience of customers when they contact the Council by re-orientating our services around their needs.

## 1.2 Customer needs

The Council's customers include a very wide range of social, cultural and ethnographic groups, many of which may have specific needs that the Council is obliged to meet. Since Connect to Cardiff (C2C) was established some 10 years ago there has been a revolution in the way that the general public has accessed retail services from the private sector, and on-line shopping, banking and insurance transactions are now fully accepted and used by a large proportion of the population. In addition, social media and mobile technologies such as smartphones, which were not available 10 years ago, are now heavily used, particularly by younger segments of the population.

Whilst the standard of customer management varies widely from one organisation to another, there is a growing expectation among the general public of certain standards, for example for an organisation to do what it says it is going to do, when it says it is going to do it. This expectation applies equally to public sector services, as growing criticism in the media of poor customer service from central government bodies such as HMRC demonstrates.

Unlike private sector organisations, local authorities have a duty to cater for all segments of their populations, many of which generate specific needs. For example:

- Minority ethnic groups may have specific language and cultural needs;
- Elderly and/or deprived people may not have the skills or facilities to access services via the Council's preferred access channels, e.g. web;
- Different customer segments may have needs for 'bundled' services, e.g. Housing, Housing Benefits, Social Care.

The Council's approach to customer management needs to address these obligations.

Customer surveys show that Cardiff's customers have a generally positive view of the Council's services, although there are many examples where there is clear room for improvement, particularly in the fulfilment of customer service requests by service areas.

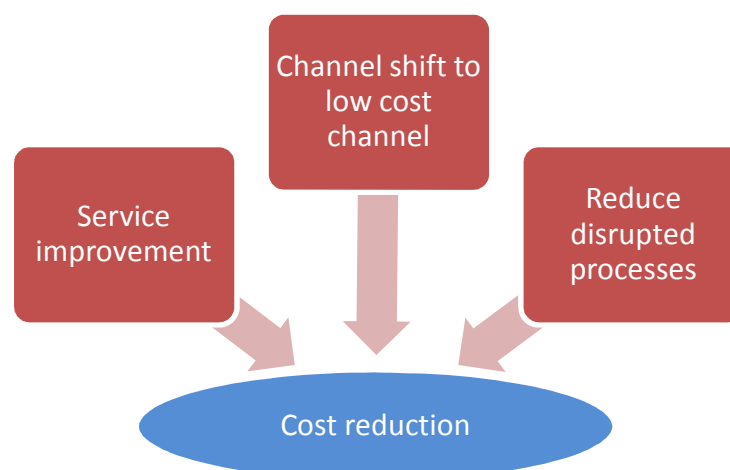


The table below summarises some of these issues.

| Issue                       | Description  |
|-----------------------------|--|
| Disjointed services         | Customers are unable to obtain an answer from service area phone numbers. Customer calls are frequently passed from section to section.  |
| Office hours only           | Service areas typically provide a service only during core office hours, which may not be convenient for many citizens.  |
| Little feedback on progress | Little feedback is given by service areas on the progress of service requests, and quoted service standards frequently fail to measure end-to-end performance.   |
| No single view of customers | C2C agents and service area officers are unable to see transaction histories or other service needs, to tailor interactions with individual customers. Data has to be gathered repeatedly, leading to customer dissatisfaction and duplicated effort by Council staff. |
| First contact resolution    | Limited range of transactions currently within the scope of C2C. Frequently, requests have to be handed to different service areas.  |

### 1.3 Organisational needs

Whilst there is a clear need to maintain and in places improve customer management standards, a primary driver for the Council is to reduce cost. The approach to this is demonstrated below, highlighting the link between improved customer management and savings.



At present, substantial volumes of customer contact are executed through high-cost access channels, in particular post/mail. In addition, the division of responsibility for customer management between C2C and individual service areas, with some initial customer contacts being routed via C2C and some routed directly to staff in service areas, results in unnecessary handovers and process steps, thereby increasing cost as well as generating inconsistencies in the customer experience.

Handling of initial customer contact by service areas also frequently results in disruption to the work of technical officers to address minor issues that could be dealt with by less qualified (and therefore less costly) staff. Where service areas do have dedicated customer-facing staff, the teams are often too small to provide cover

effectively for sickness and holiday absence, or conversely are too large to be fully utilised at normal levels of customer demand.

The move towards lower cost and lower intervention channels for routine service access will allow staff to be focused on dealing with those customers who need more intense interventions. This should improve outcomes for more vulnerable citizens and lead to further cost savings as there is potential for avoidable contacts (failure demand caused by errors and misunderstandings) to be reduced.

At present, there is little rigorous analysis outside C2C of contact volumes, handling times, service performance and the root causes of customer contact. There is a need for a more rigorous approach to the management of customer contact, and the promotion of service improvement, informed by the collection and analysis of relevant data.

## 1.4 Our Customer Management Vision

In order to shape customer management across the organisation the following vision has been developed which will fundamentally transform the customer experience and support cost reduction:

***We will put our customers at the heart of what we do. We will give everyone easy access to services using the methods they prefer, at times that suit them, be it through a personalised customer online account, face to face at a local Hub, over the phone to a member of staff or in any other way we can reasonably provide. We will use technology where it enhances our service delivery and provides better value for money. Creating simpler and more efficient services reduces the cost of delivery services and forms the basis of our Strategy.***

The real test of this approach will be whether we achieve improved customer experience, as reflected in significantly raised levels of customer satisfaction, at lower cost. The vision is supported by a number of customer service principles which are clear and easy to understand.

## 1.5 Our Customer Management Strategy

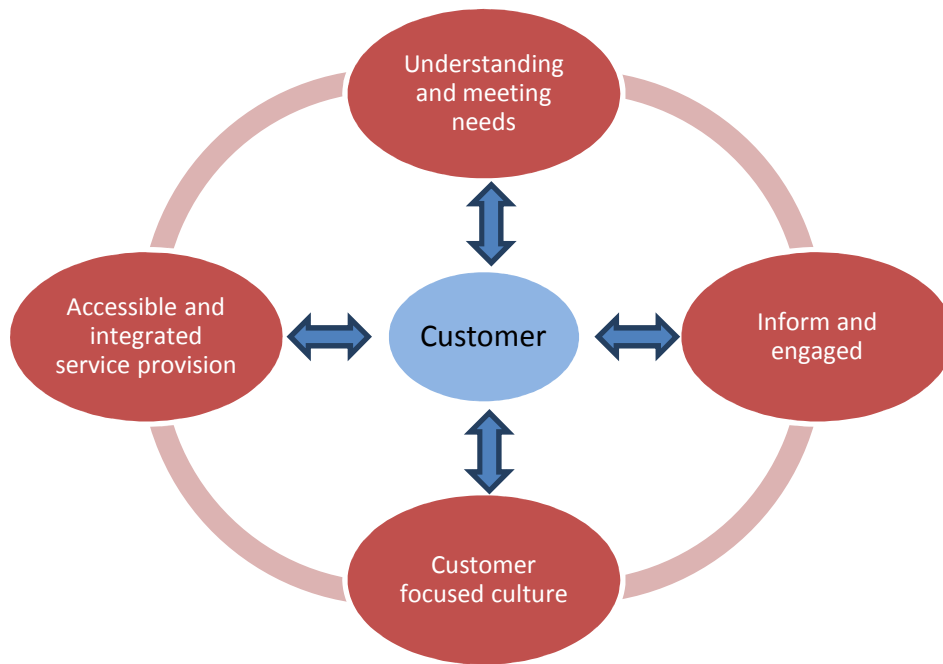
Our strategy to achieve this vision is focused around four key themes, with associated priorities as shown below.

**Understanding and meeting needs:** Development of a clear understanding of customer needs, both now and in the future, and of their experiences in interacting with the Council. These will be used to further improve customer focus.

**Informed and engaged customers:** Effective two-way communication with customers so that they know what to expect and feel well informed.

**Customer focused culture:** Ensuring that all Council staff have the right skills, support and motivation to create a customer focused culture across the whole organisation.

**Accessible and integrated service provision:** Development of an appropriate range of access channels, including web, mobile apps, phone and face-to-face (via Citizen Hubs primarily), which meet both the needs of all customer segments and the Council and are fully incorporated into the design of the services themselves.



The application of these themes across the whole Council will deliver a significant change in the attitudes of many staff, ensuring that the delivery of high quality services *for customers* is seen as the purpose of our work.

This change will take a number of years to effect, but universal adoption of the concepts in this document across all service areas will not only result in substantial improvements in the public's perception of the Council but will also deliver efficiencies through increased 'right first time' delivery, shorter business processes and reduced failure demand.

## 1.6 Access Channels

In order to exploit the potential of our investments in web and other emerging technologies, and whilst respecting the needs of individual customer groups, we will develop new access channels and encourage a general shift in channel usage from higher cost to lower cost channels. This will involve:

- Designing access channels with the needs and preferences of our customers in mind, ensuring that we enable those who require it to use face to face services;
- Encouraging greater use of the most cost-effective contact methods;
- Creating a positive experience for our customers through their use of these new access channels and types of interaction;
- Actively encouraging service areas to work together with each other and with Customer Management;
- Learning and innovating continuously;
- Identifying savings by analysing customer experiences and end to end cost to serve data.

Implementation of these measures will support the organisation's objective of reducing costs and will also support improvements in customer service by enabling access to Council services for the majority of citizens on a 24/7 basis.

## **Part 2 – Context**

***This part sets the scene of our customers' needs and expectations, how we are currently responding to them, and what this means for our Customer Management Strategy***

## 2 Context

### 2.1 The needs of our customers

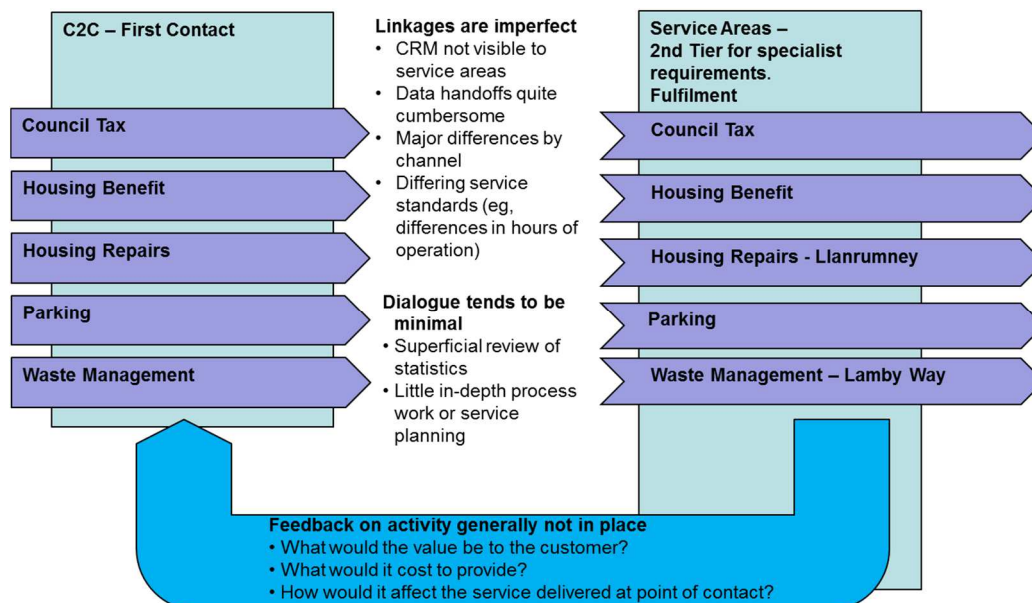
External research into customer needs in the general economy consistently comes up with the following requirements, which are reflected in the practices of organisations with the best reputations for customer management:

- To have promises fulfilled, i.e. for the organisation to do what it says it is going to do, when it says it is going to do it;
- To be kept informed, and in particular to be advised in advance if there is a risk that promises will not be met;
- To be known by the organisation and not to have to provide information more than once;
- To be dealt with promptly and courteously in language that customers can understand;
- To have a consistent experience through different channels, when dealing with different services, and at different points in time;
- For staff to be knowledgeable and capable of dealing with their query;
- To be able to access the organisation at times and in ways that are convenient to customers;
- To know what the organisation expects of the customer;
- To understand what the organisation can and cannot do for the customer, and if it cannot do what they ask, to have that explained;
- Not to be handed over from one part of the organisation to another unless absolutely necessary;
- To be treated fairly by the organisation;

### 2.2 Current State

#### 2.2.1 Our customers – what they find at present

The diagram below illustrates the current state in relation to the customer access experience. Most high volume areas are first handled by C2C with agents then passing callers to the service area for customer requirements to be fulfilled.



Whilst a centralised customer management function is well established via C2C, responsibility for customer management currently remains distributed across all Council departments, as final resolution of contacts frequently rests with service areas (and, in some cases, the initial contact handling as well). The implications of this on the customer experience and the Council's efficiency include:

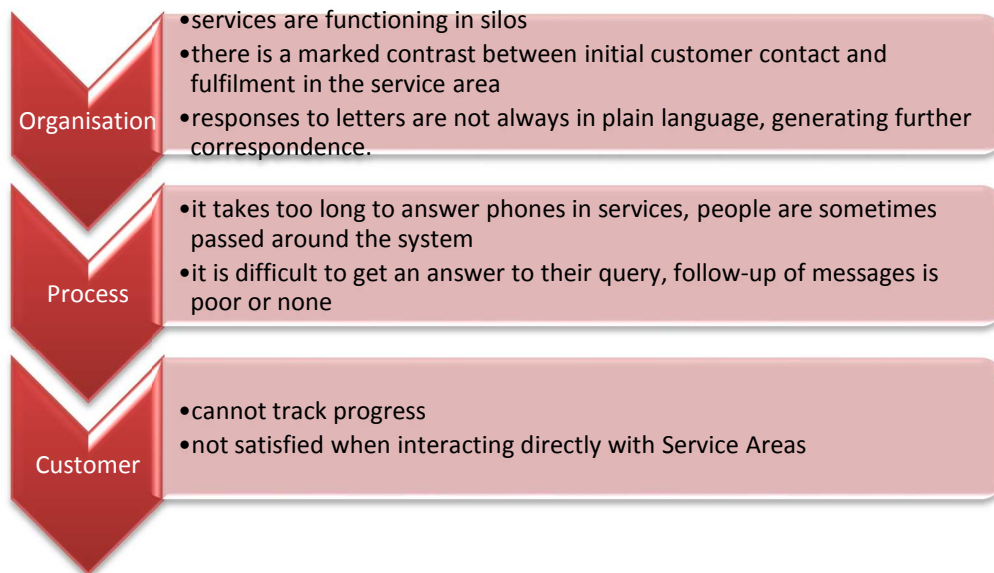
- The customer experience may be disrupted by their being handed over to service areas, and their experiences may be significantly different based on whether they contact by telephone or email;
- Time and effort is wasted internally in executing the data transfer from C2C to service areas;
- Different customer management standards and service performance are delivered by different service areas;
- Service areas may undertake campaigns (e.g. mailshots) which generate substantial inbound contacts without informing C2C in advance, resulting in insufficient resources being mobilised to deal with the demand;
- There is little or no analysis of the causes of customer contact, and consequently no considered view on what can be done to reduce errors and avoid repeat contacts.

In addition, call observations indicated a much higher potential for avoiding calls through:

- Council correspondence being clearer and right first time;
- The website providing relevant, easy to find information in a consistent and reliable way;
- Improving the proportion of requests resolved at first contact;
- Relevant service messages being available through IVR (Interactive Voice Response – automated messages that customers can hear);
- Automated services promoting all payment types;
- Automated bookings being available for all relevant facilities;
- Accurate time for action/ resolution being given;
- Appointments being kept;
- Progress updates being made available on the web.

The Council receives feedback from customers via a number of channels but this is not collected and analysed in a consistent way.

The diagram below illustrates key messages identified through consultation.



### 2.2.2 Current access channels

The current access channels are summarised below.

Telephone. This is the main channel for customer access to the Council, however, while there are publicised central contact numbers such as C2C, there are also a large number of other telephone numbers publicised or made available to the public.

Face-to-face. This is available across a number of different Council sites including Marland House and libraries. This service has been expanded recently through the implementation of pilot Citizen Hubs.

Website. The Council's website provides a reasonably comprehensive service, but in some cases information is out-of-date and difficult to search. The on-line transactions available include a range of service request forms, but these use 'Mandoforms' which are not integrated with back office systems. These, therefore, merely capture the customer request and pass it on to the relevant service area who have to re-type the details into their own relevant system.

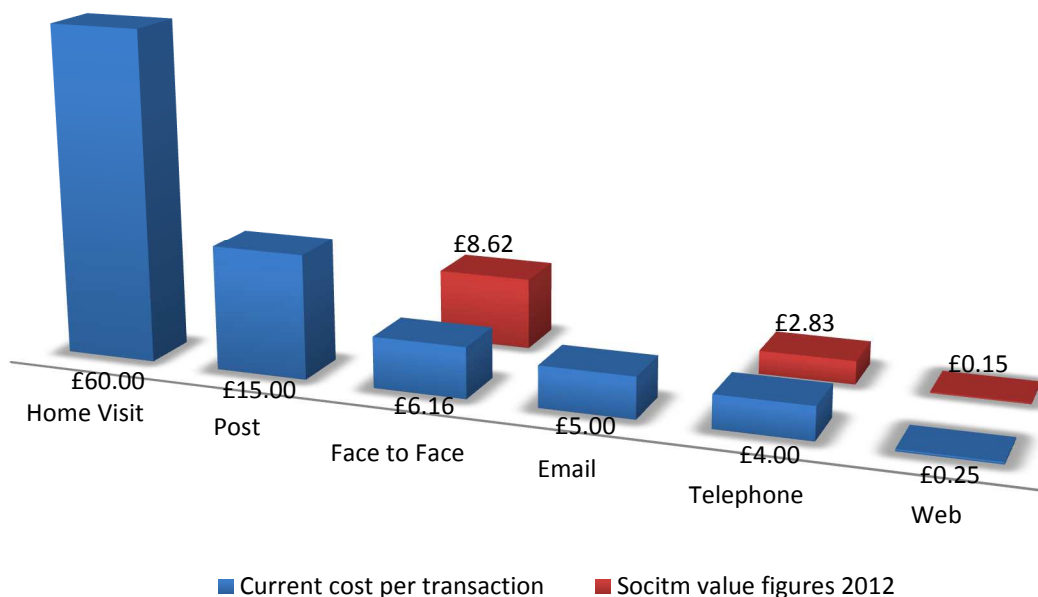
White mail (post). This is a popular mode of communication with the Council (and is often the only feasible channel, e.g. when submitting applications), accounting for an estimated 20% of customer contacts.

Email. Email is a major, unmanaged, channel – significant numbers of contacts are received and they are treated in the same way as white mail since there is no automated handling system for emails.

## 2.3 The Council's position

In common with the whole of the UK public sector, Cardiff Council is under substantial financial pressures and has significant real-terms savings targets to meet. Politically, cuts in support services may be viewed as more acceptable than cuts in 'front line' services and Customer Management is more likely to be viewed as a support or administrative service rather than a front line service such as Social Care or Education. The Council therefore needs to strike an effective balance between the costs of dealing with customer enquiries and requests and the cost of delivering the services that have been requested. The aim of the whole Council should be to

reduce the costs of entire end-to-end processes that deliver services to customers, including both customer management and front-line components.



The figure above highlights the cost differential between individual transactions for a range of access channels. However, it hides some of the real costs – the chance of getting a ‘right first time’ result via a structured and well-defined web-based process is much higher than getting a similar result via an exchange of white mail correspondence that takes several iterations (and therefore contacts) to complete, and will take much less time.

Complaints are managed by relevant service areas, who have responsibility for resolving the complaint, responding to the complainant and compiling statistics. This results in inconsistent responses being given to customers by different service areas.

Positive customer feedback is not collected and analysed within the Council. There is no comprehensive and coherent mechanism for analysing the root causes of complaints and compliments and using this insight to improve service delivery.

Customer data is generally not shared due to concerns over data protection. Data is held in a number of databases and paper records across the Council, and no single, complete “Customer Record” covering all aspects of the Council’s services currently exists. Many systems, including the Web, do not have a data validation capability, resulting in duplicated and erroneous records. For example, the current customer record management system holds 3 times more address records than there are properties existing in Cardiff.

The current situation of duplication, gaps and inconsistencies in customer data records prevents the Council having a holistic view of customers and their needs. This, and the lack of a single customer record, prohibits visibility of correct data across services areas and availability of accurate management information. Consequently the capacity for development of proactive services and customer self-service via the web are seriously limited because the organisation has very little understanding of customer preferences, and customers will disengage from services if they feel that their data is not being held properly.



The Council has a regulatory requirement to ensure that customer data is not shared inappropriately and has a protocol of authenticating customers before information is given. However, this requirement is often applied by C2C in instances where there is no need for authentication as no data is provided to the citizen, e.g. when reporting fly tipping. Furthermore, different customer authentication processes have been developed across service areas, which can be confusing and frustrating for customers.

The governance of Customer Management is currently fragmented, as follows:

- Face to face is managed by individual service areas who have customer facing services;
- Telephony is managed by C2C or by individual service areas where there are direct lines available to the public;
- Web is managed by Communications with content provided by service areas;
- Post is managed by individual service areas;
- Email and other channels are managed by individual service areas.

Only C2C routinely collects and analyses management information on call volumes, average handling times etc.

Analysis of C2C calls identified that as many as 15% of calls could have been avoided – these were, for example:

- Repeat calls on the same topic;
- Chase-up calls;
- Calls reporting missed appointments;
- Calls to clarify the meaning of documents sent to customers by post.

## **2.4 Implications for our Customer Strategy**

In this section we have shown the importance of continuing to work as a Council to improve our focus on customers, and to what degree we are meeting their expectations. The implications for our Customer Management Strategy are described below.

The strategy needs to reflect the expectations of customers that services will be high quality, responsive, customer focused and delivered in a seamless way across the organisation. Cardiff has a diverse community and we must recognise and meet the needs of all customers wherever possible to ensure we really are customer focussed. Our approach to access must support social inclusion by providing appropriate channels for all groups within society – which needs to include geographical access.

Our current approach is, in some areas, not as customer focussed or inclusive as it could be. Our staff and business processes need to focus on the needs of customers. Such staff and processes are not limited to those directly interacting with or experienced by customers but also include those that provide support and information to front line staff, and those delivering professional services to both internal and external customers. Staff should be empowered and motivated to deliver their best and have the skills and expertise to deliver excellent services to our customers.

Our customers want extended and better access. At present this is mainly available via telephone and face-to-face, all of which offer opportunities for improvement in the quality of the service offered. Equally we need to be better and more consistent in our written communication, and to reduce the outbound use of the post channel to the absolute minimum. Telephone and post will continue to be significant access

channels but we need to work with our citizens to develop their understanding of and confidence in other access methods.

Development of the web and other self-service channels will enable customers to undertake a much wider range of transactions, including submitting applications and reporting all faults, at any time that suits them. This will allow the Council to significantly reduce costs at the same time as providing excellent customer management, and will better enable the Council to deal with budget reduction pressures. This improved capability should be supported by further enhancement of the website, including facilitated access in local Citizen Hubs (where customers can be supported by Council staff to undertake web transactions). We must also reduce the volume of transactions undertaken through high-cost channels, in particular white mail, whilst still allowing those who are most in need to continue to use the channel of their choice.

We must also use the insight and management information gained via customer interactions to improve the services we deliver. In particular, we need a coherent approach to analysing the root causes of complaints and compliments and feeding back corrective or supportive actions to service areas. In order to do this effectively across all access channels, a more centralised approach needs to be taken, with Customer Management forming the conduit for all customer contact and leading the way in driving a more customer-focussed culture in the Council.

There are also other opportunities being presented by new technologies which we currently do not exploit to their full potential, for instance in the use of mobile apps and social networks.

We need to move as much customer-facing work as possible from service areas into the Customer Management function, both to enable economies of flow and scale to be realised and to tackle inconsistencies in customer services across the Council. This should increase the use of the cheapest channels, and improve the customer experience.

The outcomes of the strategy must be an improved customer experience (as reflected in the levels of customer satisfaction) at a lower cost of delivery. These factors drive the vision and priorities of this strategy, as shown in the following table.

| Outcome                             | Description  |
|-------------------------------------|--|
| Connected services                  | Customer calls are handled consistently, and passed to the appropriate section only when necessary. Calls relating to multiple requests can be dealt with at the point of contact. |
| Office hours only                   | Customers can transact certain services independently, at a time convenient to them.   |
| Ability to track progress           | Feedback available from service areas on the progress of service requests. Quoted service standards will be measured and results used to drive improvement.                        |
| Single view of identified customers | Better understanding of trends in service demand, for individuals and collectively. Data shared safely and appropriately.  |
| First contact resolution            | Wide range of transactions can be completed through C2C/Web/Hub or other available channel. Aim to resolve at first contact whenever possible.                                     |

# **Part 3 Customer Management Strategy**

*This part sets out the principles that will define how the whole Council goes about addressing the needs of its customers.*

## 3 Customer Management Strategy

### 3.1 Our Vision

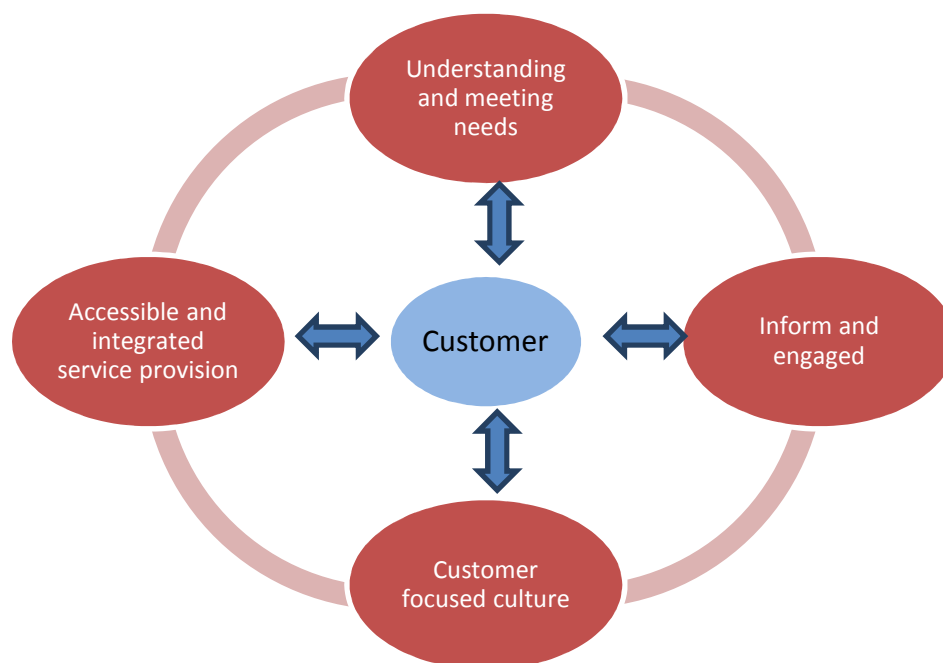
Our vision for Customer Management is:

***We will put our customers at the heart of what we do. We will give everyone easy access to services using the methods they prefer, at times that suit them, be it through a personalised customer online account, face to face at a local Hub, over the phone to a member of staff or in any other way we can reasonably provide. We will use technology where it enhances our service delivery and provides better value for money. Creating simpler and more efficient services reduces the cost of delivery services and forms the basis of our Strategy.***

### 3.2 Customer Management Principles

From the vision we have developed four main themes which are used as the basis of our Customer Management principles and strategy:

- Understanding and meeting needs
- Informed and engaged customers
- Customer focused culture
- Accessible and integrated service provision



#### 3.2.1 Understanding and meeting needs

- We will make sure the organisation focuses on the needs of the customers of Cardiff Council.
- We will work with customers to understand what they want and to help them articulate their needs.

- We will work with customers to make them aware of other possible ways of communicating with the Council through new technologies, and support them where possible in using these.
- We will make sure we are listening to all parts of our community and that people feel valued, respected and accepted in all contacts with the Council.
- We will value and respond promptly to comments, compliments and complaints.
- We will tell customers how we have used their feedback.

### **3.2.2 Informed and engaged customers**

- We will make sure customers know what to expect from us and what we can and cannot deliver.
- We will publish and widely communicate customer management standards that are easy to understand so that customers know what to expect from our services.
- We will provide information to customers in clear, simple terms and make every effort to ensure this is available in the appropriate format, taking an equalities approach at all times.
- We will be consistent in the advice and information we provide.

### **3.2.3 Customer focused culture**

- We will give our staff the skills, support and information they need to do the best job they can for customers.
- Our staff will be polite, courteous, respectful and helpful in all dealings with customers.
- Our customer-facing staff, wherever they are, will be empowered and supported by the whole organisation to deal with and solve customer queries / problems.
- Our staff will be trained in how to deal with customers, and the training will ensure that an equalities approach is taken at all times.
- We will work across all functional and organisational boundaries to meet customer needs in a seamless way.

### **3.2.4 Accessible and integrated service provision**

- On most occasions customers should be able to have issues dealt with at the first point of contact. If we cannot fulfil the request at first point of contact we will advise when we will be able to do so, what action will be taken - and we will keep to the given timescale.
- We will provide a safe, friendly and welcoming environment for customers and show respect for their privacy.
- We will try not to keep customers waiting needlessly or without explanation or apology.
- We will be flexible and give customers choices about how to contact the council, having due regard for customers' needs and the Council's resources.
- We will treat all our customers fairly and ensure services are as accessible as possible giving consideration to individual circumstances and needs.
- If we cannot do something that a customer requests we will say this and explain why, and offer alternatives if possible.
- We will create a set of local Citizen Hubs across the city in order to fulfil a wider range of customer requirements than at present.
- We will extend the capability of the web channel and support access via this channel to those without internet access by providing internet access within Hubs, and assisting customers to use this access.
- Where customers have specific needs, we will provide whatever help and support we reasonably can to ensure they are able readily to access information and

services; this includes interpretation for people whose first language is not English or Welsh, and making Council facilities as accessible as possible to those with disabilities.

- Customers should be treated consistently across all Council services and across the various access channels, with the same quality of customer experience and service delivery.
- Customers should not have to provide the same information to the Council more than once.
- We will provide clear, straightforward responses, free of jargon.

### **3.3 Our Strategic Targets for Customer Management**

Our success in delivering the vision for Customer Management will be judged against the following:

#### **3.3.1 Customer Experience**

The quality of the customer experience will be assessed by a range of measures of customer satisfaction, based on customer journey mapping, that will assess the following:

- Accessibility and timeliness of services;
- Provision of information to customers, e.g. about the progress of an application;
- 'Tell us once' with regard to personal data – customers give their data to the organisation once only;
- Staff courtesy;
- Consistency of experience through different channels and at different points in time;
- Staff knowledge and capability of dealing with customers' queries;
- Service requests completed in a timely fashion and to the satisfaction of customers;
- Simple, effective processes for resolving customer issues;
- Clarity and consistency of communications;

#### **3.3.2 Process**

Key process measures will be orientated around what customers actually experience when interacting with the Council, rather than intra-departmental measures.

Measures will include:

- Proportion of requests resolved at first point of contact;
- Time taken to fulfil customer request, from first contact to final fulfilment (end-to-end time);
- Avoidable contact rate;
- Channel shift measures;
- End-to-end process cost, by channel.

#### **3.3.3 Staff values and behaviours**

Staff will be required to complete a customer management module at the Cardiff Academy and the following measures of staff attitudes and behaviours will be incorporated in an annual staff assessment:

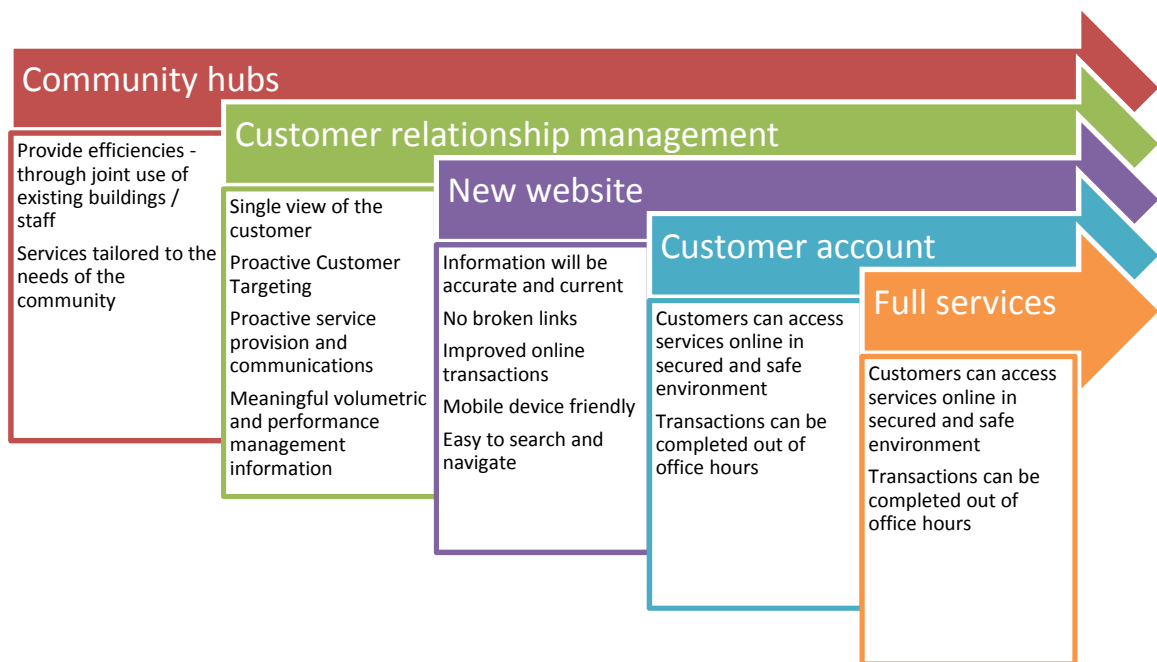
- Customer focus;
- Innovation;
- Partnership working;

- Non-bureaucratic 'can do' attitude;
- Focus on quality and performance.

### 3.3.4 Accessible and integrated service provision

The following measures will be used to assess performance in providing accessible and integrated services:

- Percentage of Council buildings open to the public in which all public areas are suitable for and accessible to disabled people;
- Number of types of interactions that are enabled for electronic delivery;
- Number of people assisted in Citizen Hubs to complete transactions electronically.



In support of these targets, it will be necessary to develop a framework of Service Level Agreements (SLAs) between service areas and Customer Management that aims to ensure that the right behaviours are exhibited by both parties in dealing with customer contacts and requests. These SLAs will be managed within the governance framework outlined in section 3.6 below.

Key Performance Indicators (KPIs) relating to all the above measures will be further developed and finalised as part of the Customer Management programme.

## 3.4 Avoidable Contact Strategy

In order to improve customer satisfaction and reduce operating costs we will seek to avoid unnecessary customer contacts by streamlining processes, developing joined up services and increasing first contact resolution rates. We will ensure that the volume of work being presented to the Council is minimised, and in particular that avoidable contacts (failure demand) are eliminated wherever possible. Examples of avoidable contacts include:

- Progress chasing of any sort;
- Repeat contacts to provide or seek information that could have been provided at the first contact;
- Repeat contacts generated as a result of the correct Council resources not being available at the time of first contact;
- Repeat collection of personal or other details that have already been provided to the Council at an earlier point in time;
- Repeat contacts to pay for a service when an automated payment mechanism could have been put in place.

We will work with Service Areas to design end-to-end processes that reduce avoidable contacts by incorporating the required features in process design and monitoring avoidable contacts on an ongoing basis.

#### **3.4.1 Performance Management and Governance**

- Customer Management will have the day to day responsibility for Cardiff Council's Avoidable Contact Strategy and its implementation.
- A Customer Management Improvement Officer should be appointed to have day to day responsibility for the strategy of minimising avoidable contact, working closely with Service Heads.
- Contact data across our main contact channels will be measured and analysed by Customer Management on a monthly basis

### **3.5 Customer Management Governance**

The evolution and implementation of the Customer Management Strategy will be governed by a newly created Joint Customer Management Board. This will be attended by relevant service area and Customer Management staff, and will monitor end-to-end customer service performance and sanction corrective actions to address performance deviations.

There will also be a Web Governance Board which will be responsible for ensuring the web site remains effective as a primary customer access channel; and a Hub Management Board which will monitor customer activity at Citizen Hubs. It is possible that, as the governance arrangements mature, the roles and activities of these boards can be consolidated.



## **Part 4 Access Channels**

***This part sets out our approach to developing and managing customer access channels, migrating contacts to more cost-effective access channels whilst extending the range of options for customer access and maintaining the options needed or valued by those unable to use new channels.***

## 4 Access Channels

### 4.1 Overarching Approach

In order to enhance customer experience and realise significant cost reductions we will:

- Make access to our services available through **appropriate and cost effective access channels** designed with the needs and preferences of our customers in mind;
- Encourage greater usage of the most effective contact methods, by creating a series of **deliberate and targeted channel shifts**;
- Create a positive experience for our customers through **new access channels and types of interaction**. This will generate trust, improve service delivery and reduce hidden costs to our customers and to us;
- **Actively encourage Service Areas to work together** and with other service providers. Shared values, goals and data will improve service delivery;
- **Learn and innovate continuously** by monitoring successes and regularly reviewing customer feedback on all access channels;
- **Identify savings** by analysing customer experience and **end to end cost to serve data** and continuously improve services based on analysis findings.

### 4.2 Access Channel Preferences

Whilst catering for the needs of a wide range of customer segments in contacting the Council, we will express a preference for customers to contact us via the most cost-effective channel(s) for each transaction type and service area.

Whilst there is an overriding duty of the Council to provide access to its services to all customers in line with their specific personal or organisational needs, in reality the vast majority of the Council's customers are able to access services through many of the available channels. The economic realities of the current financial climate require local authorities to have regard for value for money in the way they deliver services to customers, and accordingly it is right for the Council to express a preference for customers to use more cost-effective channels.

#### 4.2.1 Preferred Channels

The Council's preferred access channels are as follows:

1. **Web:** Once the initial investment in technology has been incurred, web access to services is by far the least costly access channel and also offers substantial benefits to customers, including:
  - 24/7 access
  - Availability from almost anywhere
  - Ability to work at a pace that suits the customer rather than the organisation

For these reasons the Council will work towards a substantial expansion of the range of transactions that can be undertaken by customers via the web, and will promote the web channel as the channel of preference for the majority of requests.

2. **Telephone self-service:** Telephone self-service is already used for a range of (predominantly payment) transactions, is low cost, and has significant potential for expansion into other transactions.

3. **Phone:** Contact by phone is the Council's second preference access channel. The majority of contacts are currently made via this channel and it is inevitable that it will remain a very significant channel, both for accessibility reasons and because a dialogue with a human being is required to successfully fulfil the request.
4. **Face to Face:** Whilst a relatively high-cost channel, the end-to-end resolution of some transactions may be best facilitated in a face-to-face environment. For example, the overall cost and timescale for processing Benefits claims from customers whose first language is not English or Welsh may be lower if the transaction is conducted face-to-face than it may be via alternative channels. As there are groups of customers who will either be unable to access cheaper channels, or will need help to do so, face to face contact will still be offered via Citizen Hubs.
5. **Apps:** Many citizens who do not have access to the internet on a home computer do have such access via a smartphone. As the functionality of the web site is enhanced, applications for smartphones and tablets should be developed in parallel to provide equivalent access to citizens with these devices.

#### 4.2.2 Non-Preferred Channels

The following channels are **not** preferred by the Council and will be discouraged for general use, although they may be promoted for specific customer segments that have needs that are best served by these channels:

1. **White Mail (Post):** At present post accounts for an estimated 23.5% of all customer contacts across the Council, but an estimated 60% of the cost. Therefore, a 10% reduction in the volume of mail received from customers could result in a possible saving of £700k p.a. to the Council. Generally in society post is being replaced by web transactions, email and other channels as a communications medium and in line with this trend the Council will rigorously seek to reduce the volume of post received from customers. Much post is received as a result of a postal communication being sent to customers from the Council, so the starting point for a post reduction programme will be a review of outbound post.
2. **Email:** This potentially counter-intuitive conclusion is based on the fact that, without substantial investment in automated email handling systems, free-format emails need to be processed as if they were white mail, and therefore cost the same as post to process. Automated email handling systems may also fail to give the specific responses demanded by Council customers. Customers will be encouraged instead to use structured web forms as a way of communicating electronically with the Council.
3. **Face to Face:** Whilst continuing to make the face to face channel available (and indeed improve it via Citizen Hubs) for those who need it, the Council's general strategy will be to reduce the use of this channel for general transactions that can be conducted at lower cost through other channels. Initially this may be through the introduction of facilitated web access in Citizen Hubs, where a Council staff member assists customers in accessing services through a computer connected to the web. Traditional face to face transactions such as cash payments will be encouraged to shift to bank transfers or automatic cash payment machines.
4. **Text (SMS):** Text messages have considerable potential to be used as an outbound customer contact channel, for example to confirm appointments or provide information to a customer about the progress of a service request. SMS also has potential as a convenient inbound channel, for example for

simple payments such as on-street parking charges (this is already used by many councils to avoid cash being left in on-street machines).

### **4.3 Channel Shift**

We will design cost effective, efficient, accessible and user friendly ways of contacting the Council and then encourage our customers to use the access channels that work best for them in the light of their needs and the Council's priorities. Subject to further development work, including customer consultation and validation, we intend these changes to focus upon:

#### **Web**

We will provide a single, comprehensive, easy to access and up-to-date web site that allows anyone to transact and interact with the Council 24/7. This will include a customer self service account that will allow access to more sensitive services that require customer authentication and/or validation.

#### **Telephone**

We will minimise the number of published contact telephone numbers, reduce the number of call transfers required in order for citizens to be able to speak to someone that can resolve their query and make the customer experience streamlined and simple

#### **Mobile Apps/SMS**

We will use developments in mobile phone technology to provide better access to information and services for customers, and to support end-to-end process redesign to improve 'right first time' transactions, thereby reducing costs and increasing service efficiency.

#### **Face to Face**

We will maintain our face to face services, but to provide these services in more appropriate and cost effective locations by fully trained expert officers, focusing on those services and customer segments that benefit most from this channel.

#### **Post/White Mail**

We will reduce the amount of inbound and outbound post and paper communication by better use of electronic channels. Our aim is to significantly reduce the volume of paper-based correspondence by April 2015.

#### **Email**

We will reduce inbound email communication through better use of online electronic forms, self-service transactions and alternative digital access channels

### **New Media (including social media)**

We will continue to explore opportunities to deliver customer service through new media but will position Cardiff Council slightly behind the cutting edge of such developments to avoid abortive expenditure on media that prove not to be popular.

## **4.4 Access Channel Governance**

Ownership of Cardiff Council's Access Channel approach will be the responsibility of the Customer Management Team.

Cardiff Council's access channels are not currently managed or developed centrally and there is no corporate policy for customer contact. As a result of this situation different Service Areas handle customer contact in different ways and customer journeys and experiences are varied.

In support of these targets, it will be necessary to develop a framework of Service Level Agreements (SLAs) between service areas and Customer Management that aims to ensure that the right behaviours are exhibited by both parties in dealing with customer contacts and requests. These SLAs will be managed within the overall Customer Management governance framework.

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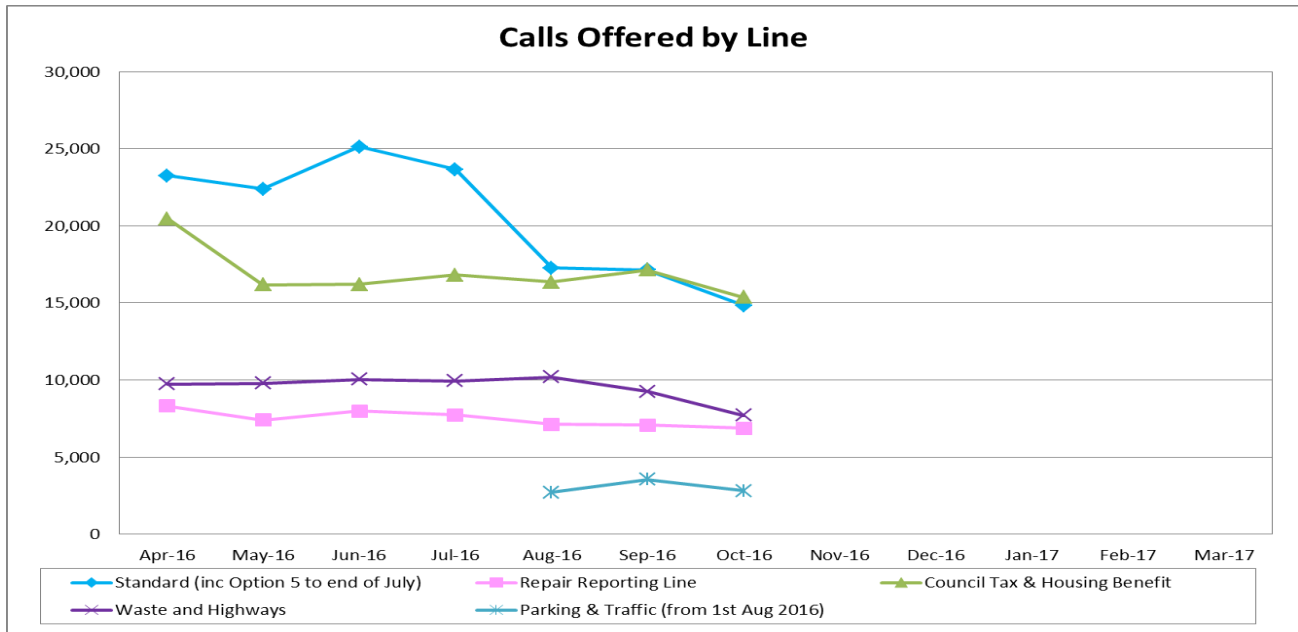
# Communities & Customer Services



C2C Core Data October 2016

**Contact volumes and Answer Rate (AR)**

During October the Contact Centre achieved an AR of **96.01%** on a volume of 47,600 calls. Additionally C2C also handled 5986 customer emails and webchats.



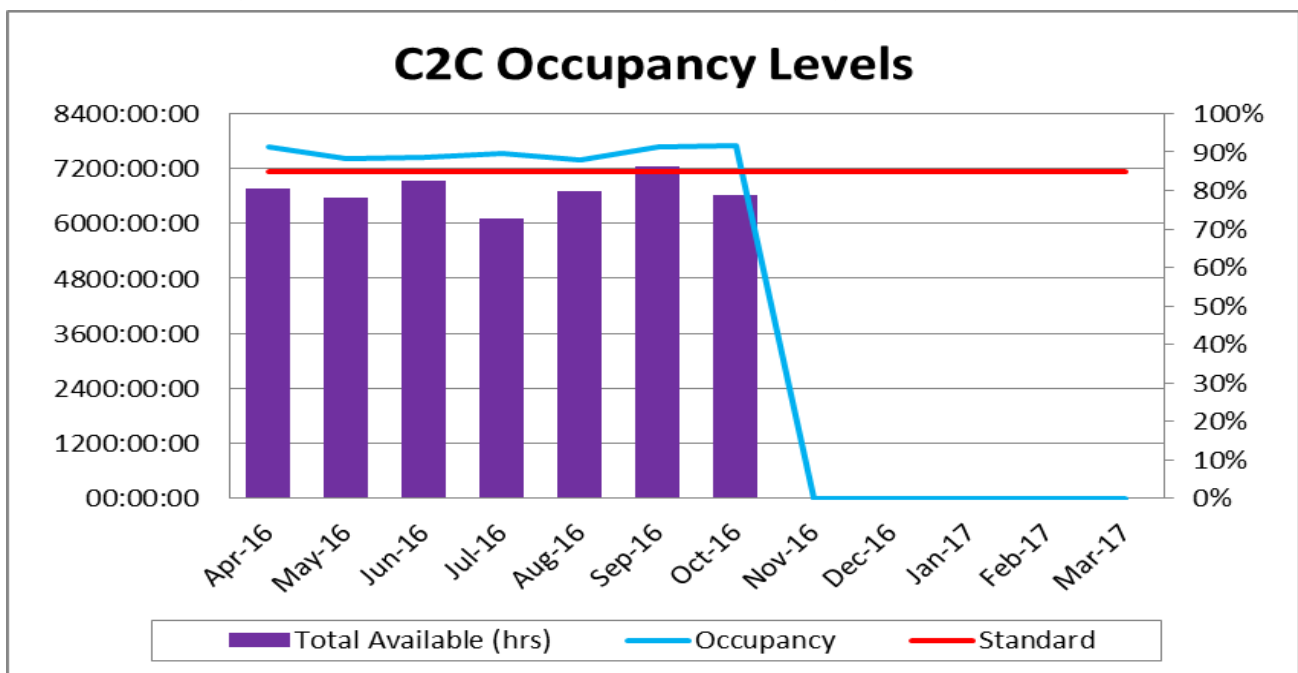
**2 Workplace  
Volunteers secured  
temp council positions  
at the end of this  
months placement**

**Street Light fault  
reports are up 20.25%  
in just one month**

**82% first point of  
contact resolution rate  
for council tax  
enquiries**

**Agent Occupancy**

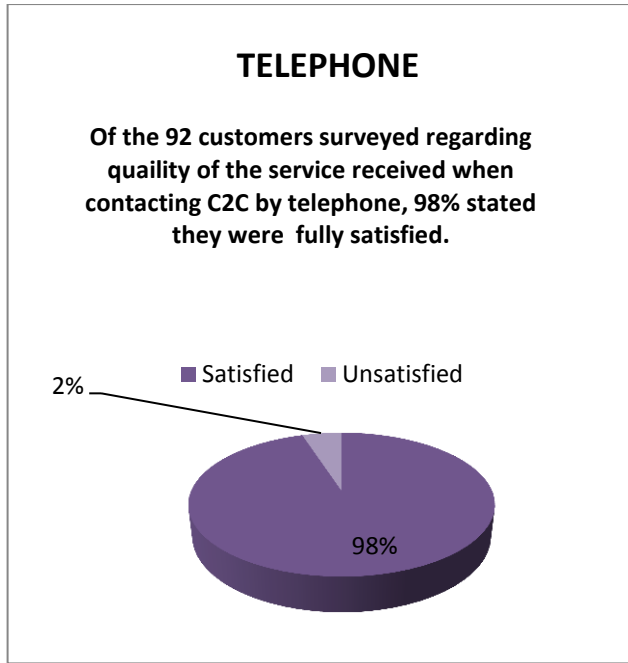
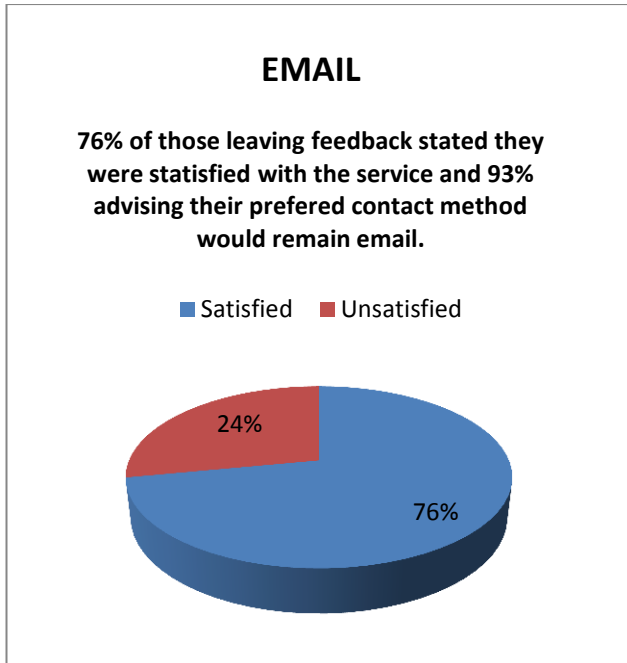
The agent occupancy rate for October was 92%, the highest so far this financial year.





## Customer Satisfaction and Compliments

C2C surveyed 92 customers regarding the service they had received when calling C2C. An additional 24 customers chose to proactively provide feedback on council services by accessing an online form via a link provided in our email response to their query.



15 customer compliments were received for C2C during October, a sample of which are below:

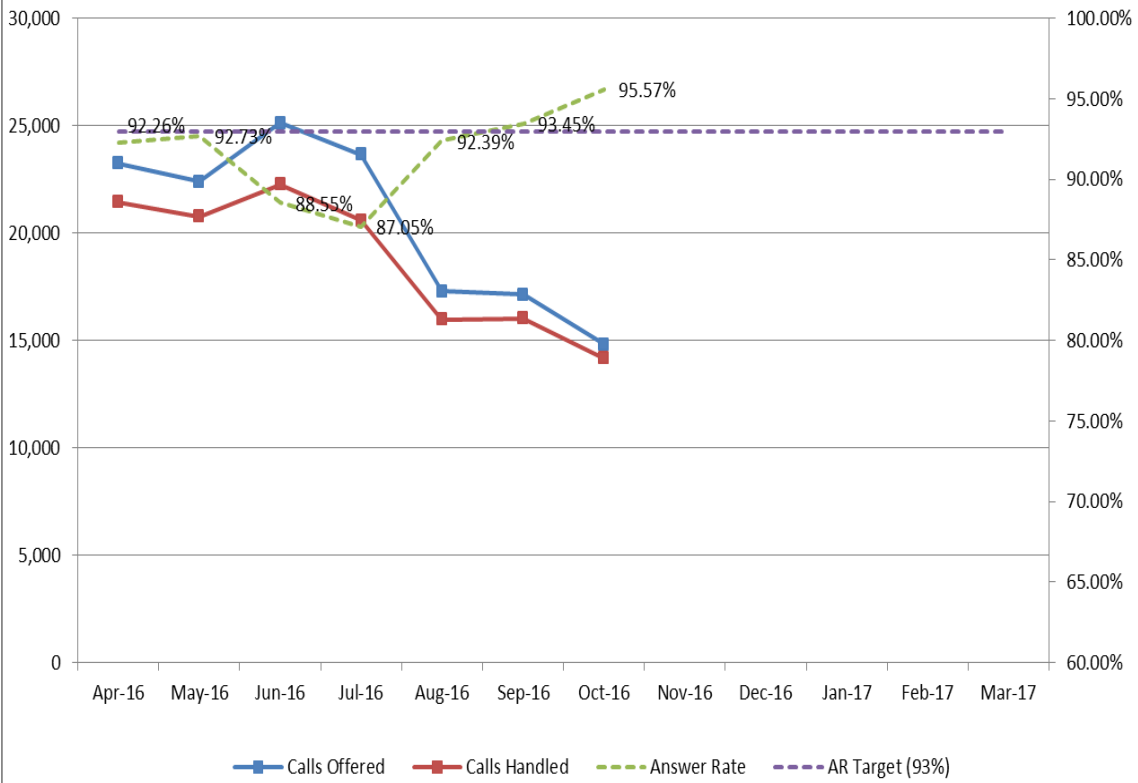
Cust ringing to pass on her thanks to Ciara for being so helpful and understanding with helping resolve her final notice. Cust had spoken to the back office previously and said they were so unhelpful in trying to come to an arrangement but cust says that Ciara was fantastic and extremely helpful and managed to resolve her situation so wanted to pass on her thanks to her.

To: Leah. Thank you so much for the considerable effort and diligent enquiries you carried out to shine some light on my enquiry. I feel you worked over and above the normal expectation. I trust your superiors recognise your quite outstanding attention and effort you made.

Cust called to make a compliment for Dan Fegan, customer advised that he was very helpful and calming regarding her queries as she was panicking that she hadn't completed the forms as she was meant to. The customer was very grateful for the way he handled her call as he was patient and listened to all her questions.

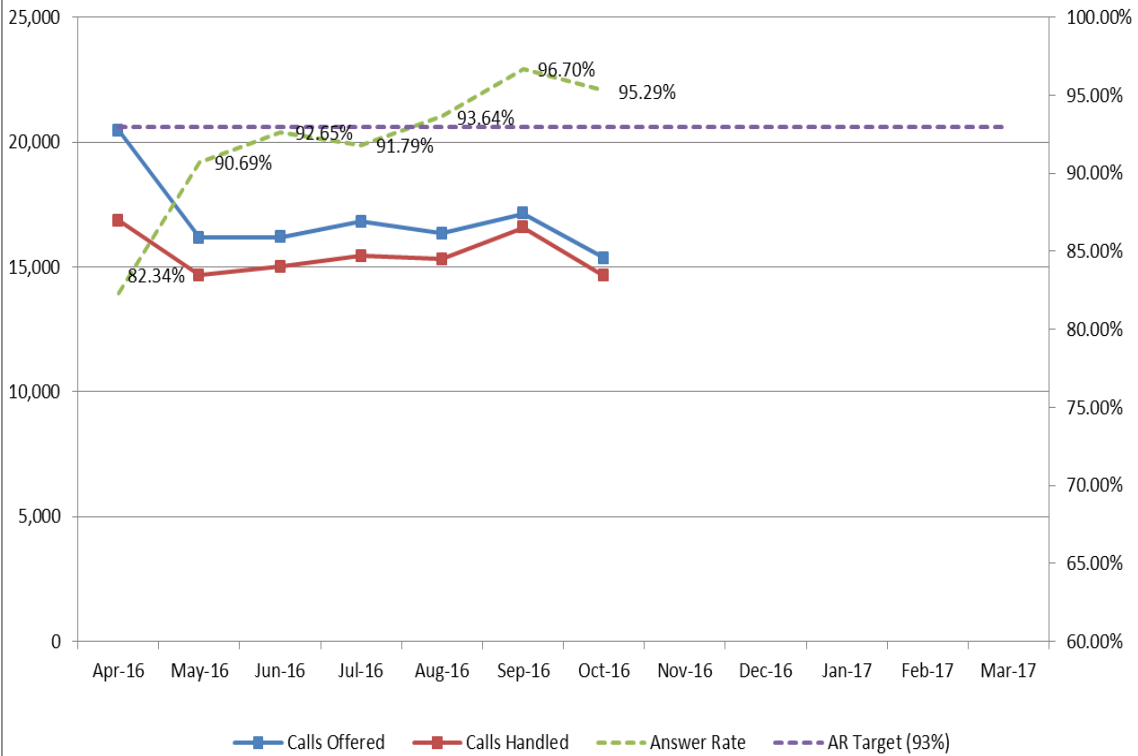
A customer called and thanked Neil for the info he give him about his Council Tax and said he wished there were 2000 more like him!

### Call volumes for Standard Line



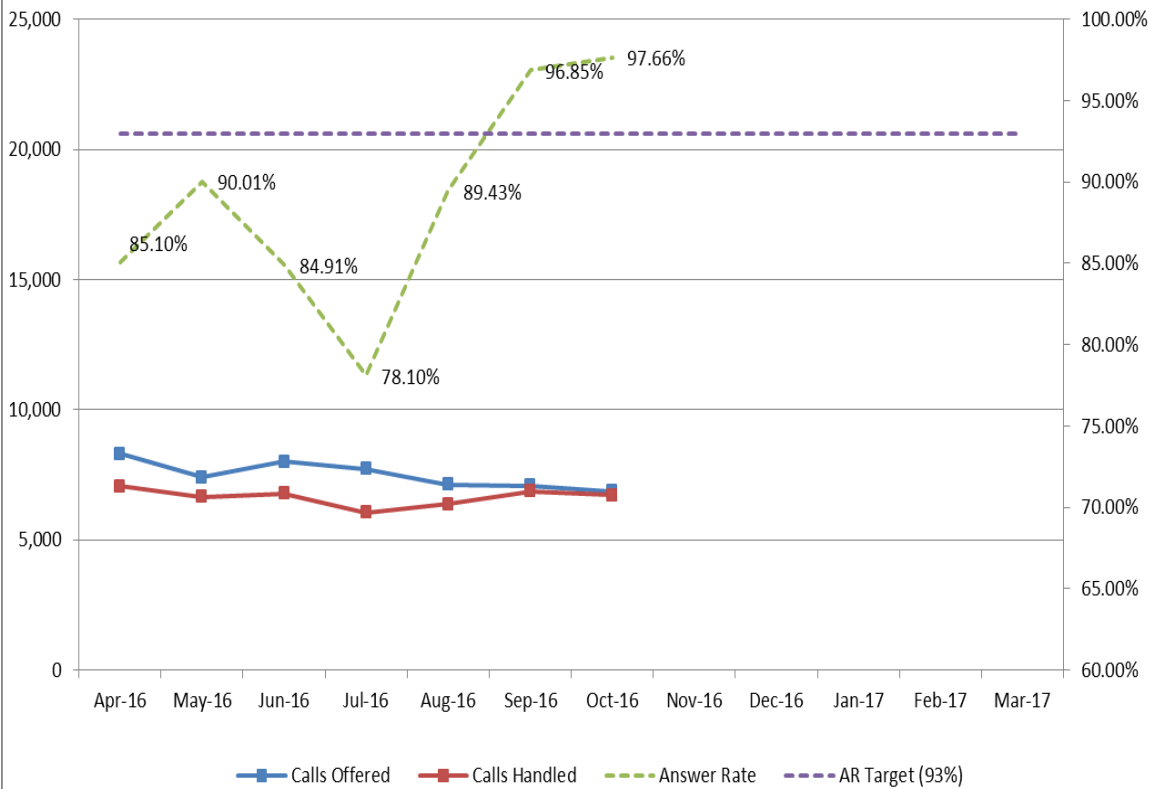
The team achieved their highest AR of the year in October with a result of 95.57%

### Call volumes for Council Tax & Housing Benefit Line



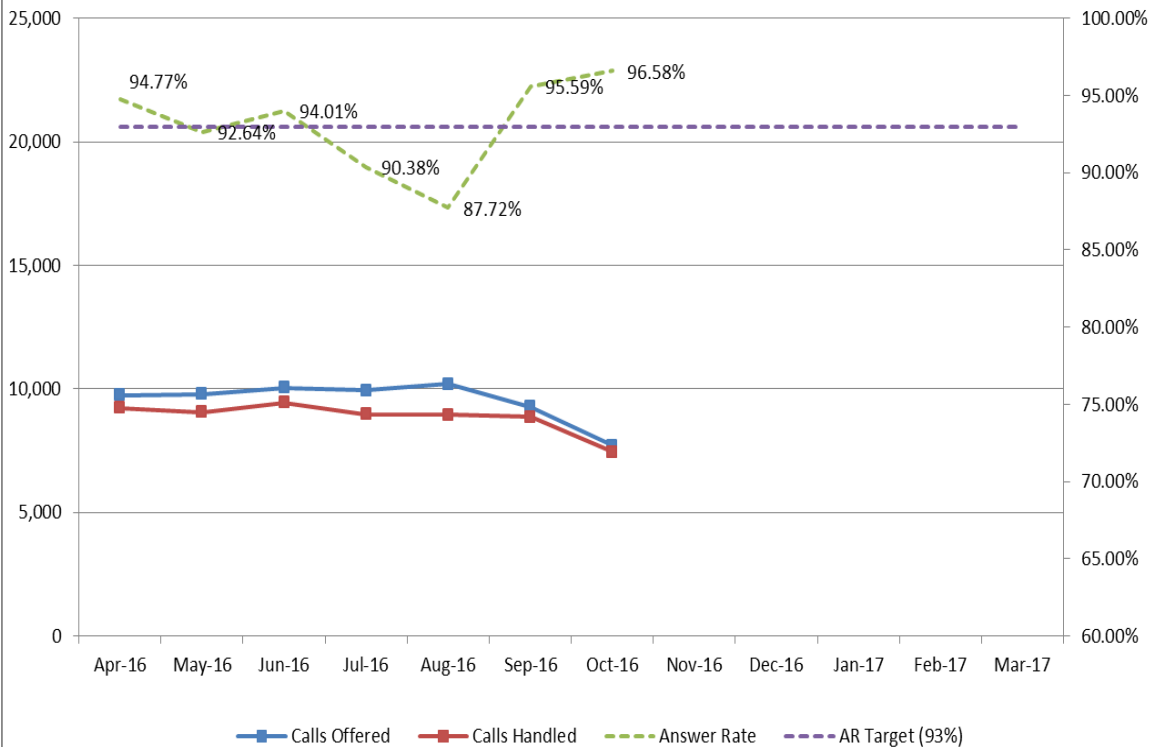
The team resolved 87.96% of enquiries at the first point on contact in October, nearly 8% over target.

### Call volumes for Repair Reporting Line



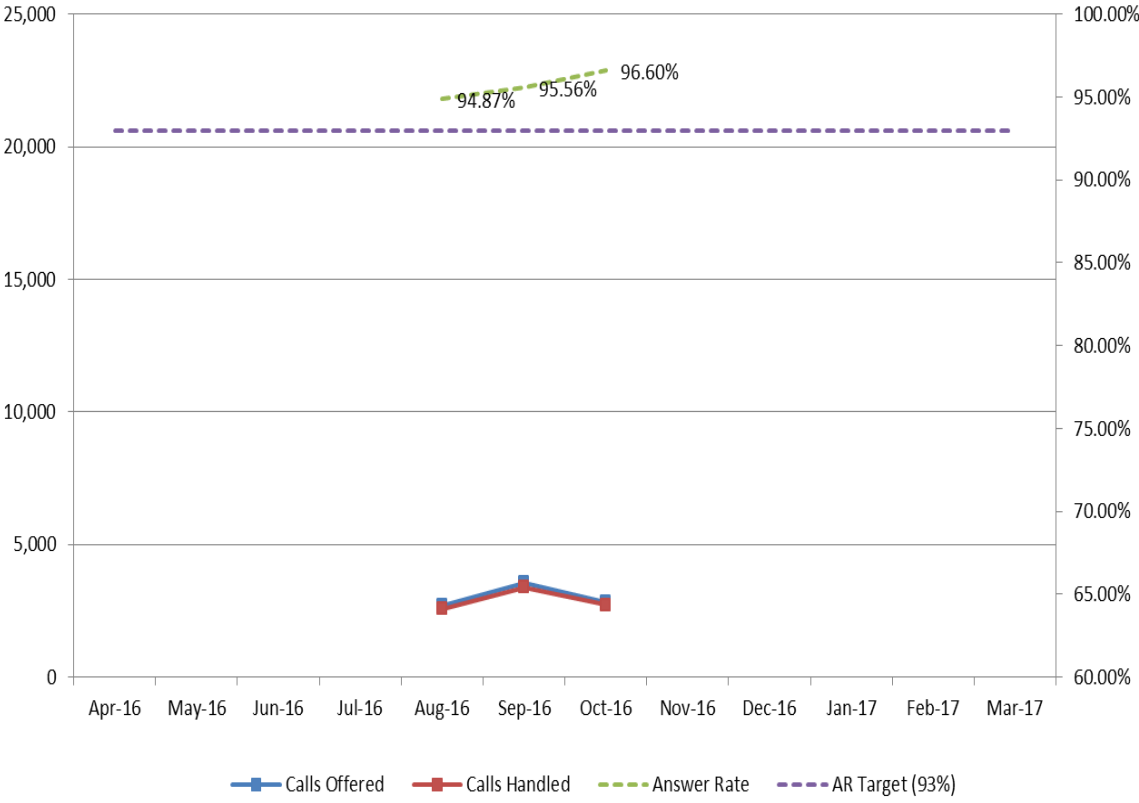
1,017 heating repairs were raised in October, compared to 756 in September, an increase of 25.66%

### Call volumes for Waste & Highways Line

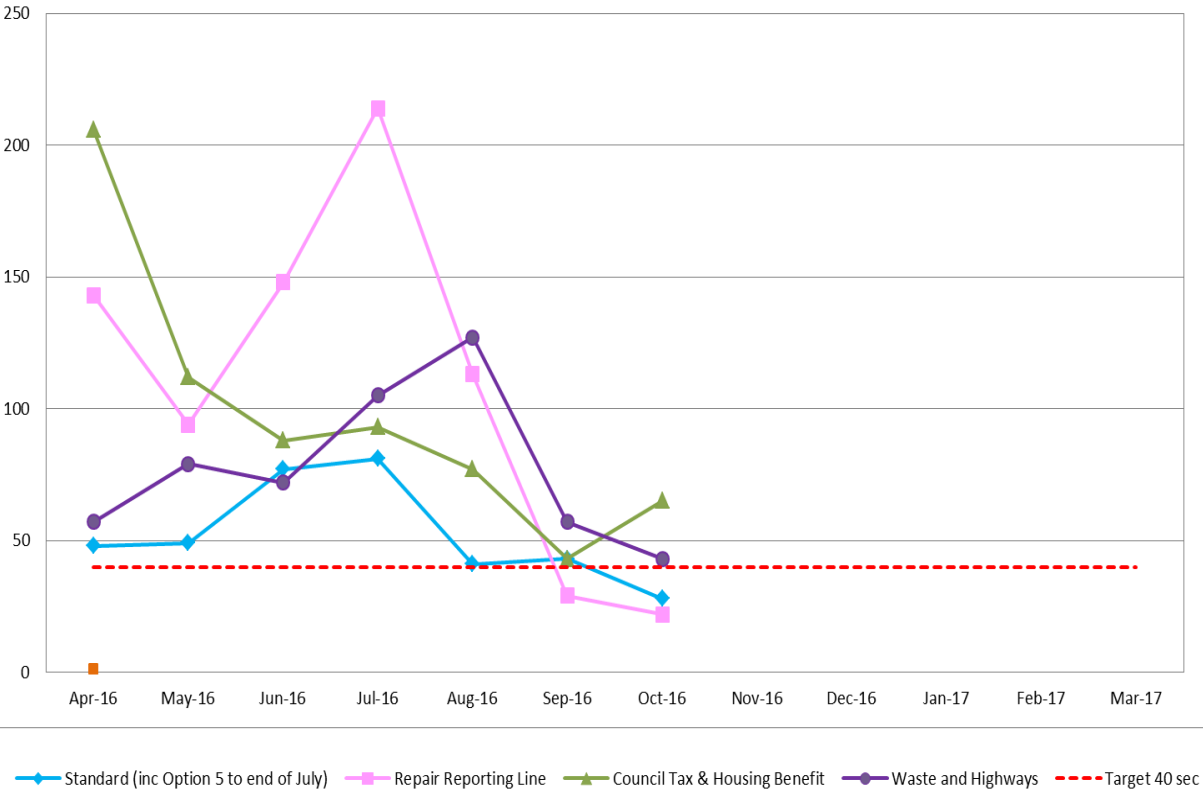


Of the 62 complaints raised against Waste Management in the month, C2C were able to resolve 79% of them without the need to formalise.

### Call volumes for Parking & Traffic Line



### Average Queue Time by Line



| <b>Connect to Cardiff &amp; Repair Reporting Line:</b> |  | <b>Quarterly</b> |                    |               |               |
|--|--|------------------|--------------------|---------------|---------------|
|  | <b>Monthly Result for October 2016</b>   | <b>Numerator</b> | <b>Denominator</b> | <b>Target</b> | <b>Actual</b> |
| CORKPI1  | Total percentage of Calls Answered within Target   | 45699            | 47600              | 93%           | 96.01%        |
| CORKPI8  | Average time a call queues (seconds)   | n/a              | n/a                | 40            | 42            |
| CORKPI9  | Average time to respond to an email (hours) (via c2c@cardiff.gov.uk/caerdydd)              | n/a              | 5798               | 48:00:00      | 06:44:01      |
| CORKPI7  | Overall Percentage of Satisfied Customers who have contacted the Council (via 2087 2097/8) |                  |                    | 90%           | 98%           |

| <b>Repair Reporting Line</b> |   | <b>Quarterly</b> |                    |               |               |
|------------------------------|---|------------------|--------------------|---------------|---------------|
|                              | <b>Monthly Result for October 2016</b>  | <b>Numerator</b> | <b>Denominator</b> | <b>Target</b> | <b>Actual</b> |
| RRLKPI1                      | Percentage of Repair Reporting Line calls answered.                                     | 6713             | 6874               | 93%           | 97.66%        |
| RRLKPI2                      | Average time a call queues within the Repair Reporting Line (seconds)                   | n/a              | n/a                | 20            | 22            |
| RRLKPI3                      | Overall Percentage of Satisfied Customers who have contacted the Repair Reporting Line. |                  |                    | 80%           | 87%           |

Mae'r dudalen hon yn wag yn fwriadol

# Core Data October 2016



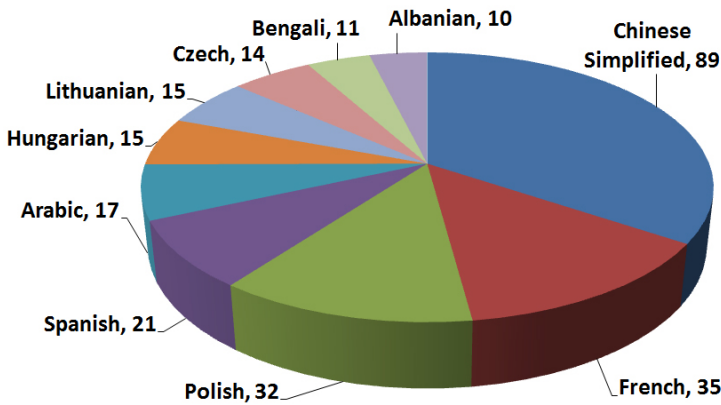
Cardiff.gov.uk

During the month of October



visited the site, viewing a total of **672,633** pages.

**Popular visitor language choices**



In total the website was translated 364 times by users into their preferred languages.

**What did our customers do on the site?**

The average visitor looked at **2.56 pages** and stayed for 2 minutes 7 seconds.



**£1,306,478** taken in **12,841** online payments.

The Information for Residents was the most viewed page on the site, with **9.20%** of all page views.



Customers performed **9,274** search queries with “planning applications” being the top search.

**54.25%** of visits came from a mobile/tablet device. +8.89% over October 2015.



**Social media**

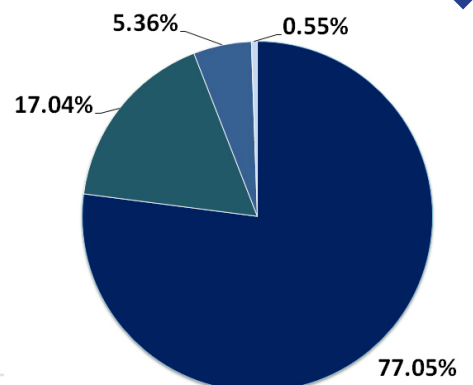


**227** tweets were responded to and actioned by the Web Team.

**Where did they come from?**



**Organic Search:** e.g. via search engines  
**Direct:** by typing in web address  
**Referral:** via a link on another website  
**Social:** via links on Twitter/Facebook



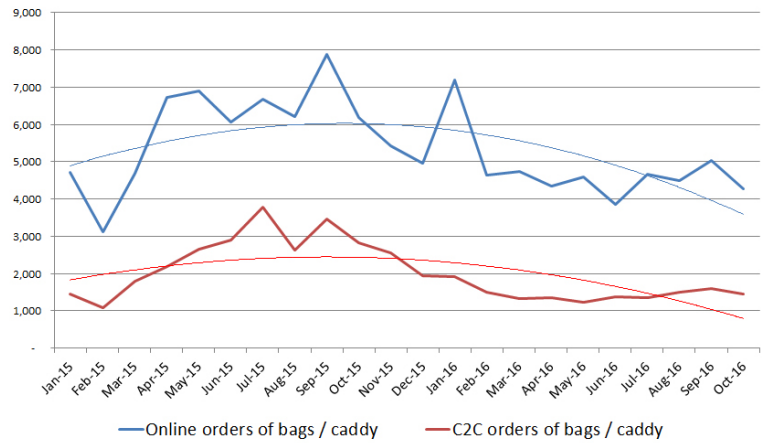


## Recycling and Waste - Order bags / caddy

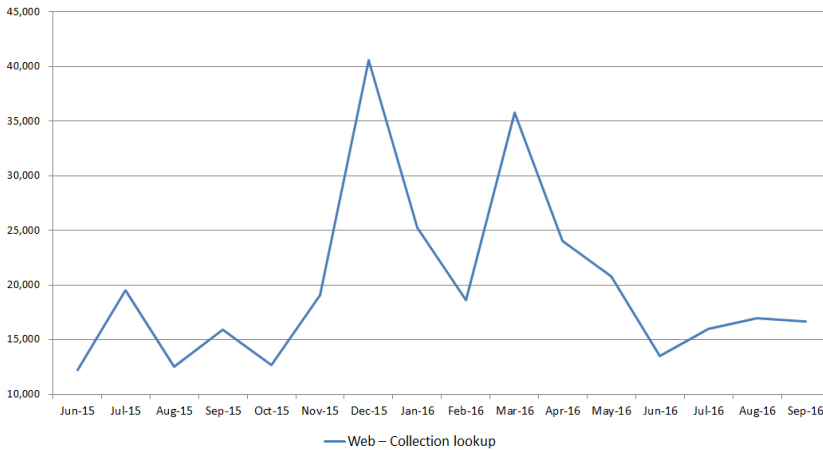
**74.8%**  
(4,276)  
**Online requests**

**25.2%**  
(1,440)  
**via C2C**

Both online and C2C requests increased in the lead up to the bin exchange in July 2015. The trend in monthly requests has continued to decline since this period except for an increase of online requests over the New Year period.



## Recycling and Waste – Collection lookup



**16,487** residents checked their next collection date via the website. This figure is down by **139** over September.

**Total signups to reminder services to date : (end of September)**

**4,936**  
**Binfo**

**2,502**  
**Email**

**6,235**  
**Text**

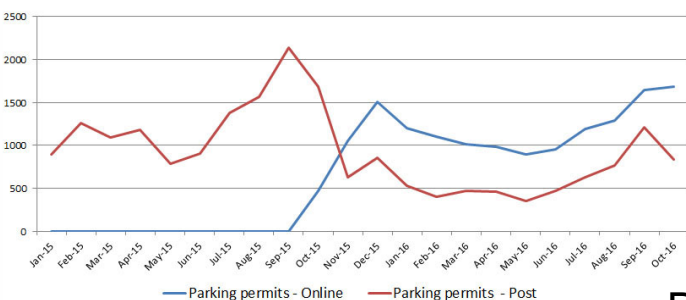
We have started to record these figures to track monthly changes.

## Parking permits

**66.9%**  
(1,688)  
**Online applications**

**33.1%**  
(834)  
**Postal applications**

Since going live in October 2015, the online permit system has accounted for **15,024** online applications, an average of **61%**.



## Penalty charge notices

### Parking

**66%** (615) appeals were made online and **34%**(318) via post.

**73.6%** of appeals have been made online this year.

### Moving Traffic

**48%** (418) appeals were made online and **52%** (456) via post.

**42.9%** of appeals have been made online this year.



**Customer focus:** We will use this information to promote the online appeal service and arrange for social media content to be issued aiming to increase the percentage of

45.75%  
Desktop

41.12%  
Mobile

13.14%  
Tablet



Comparing Q2 2016 (Jul-Sep) against Q2 2014 following the redesign of www.cardiff.gov.uk

52.7%  
Desktop

32.4%  
Mobile

14.7%  
Tablet

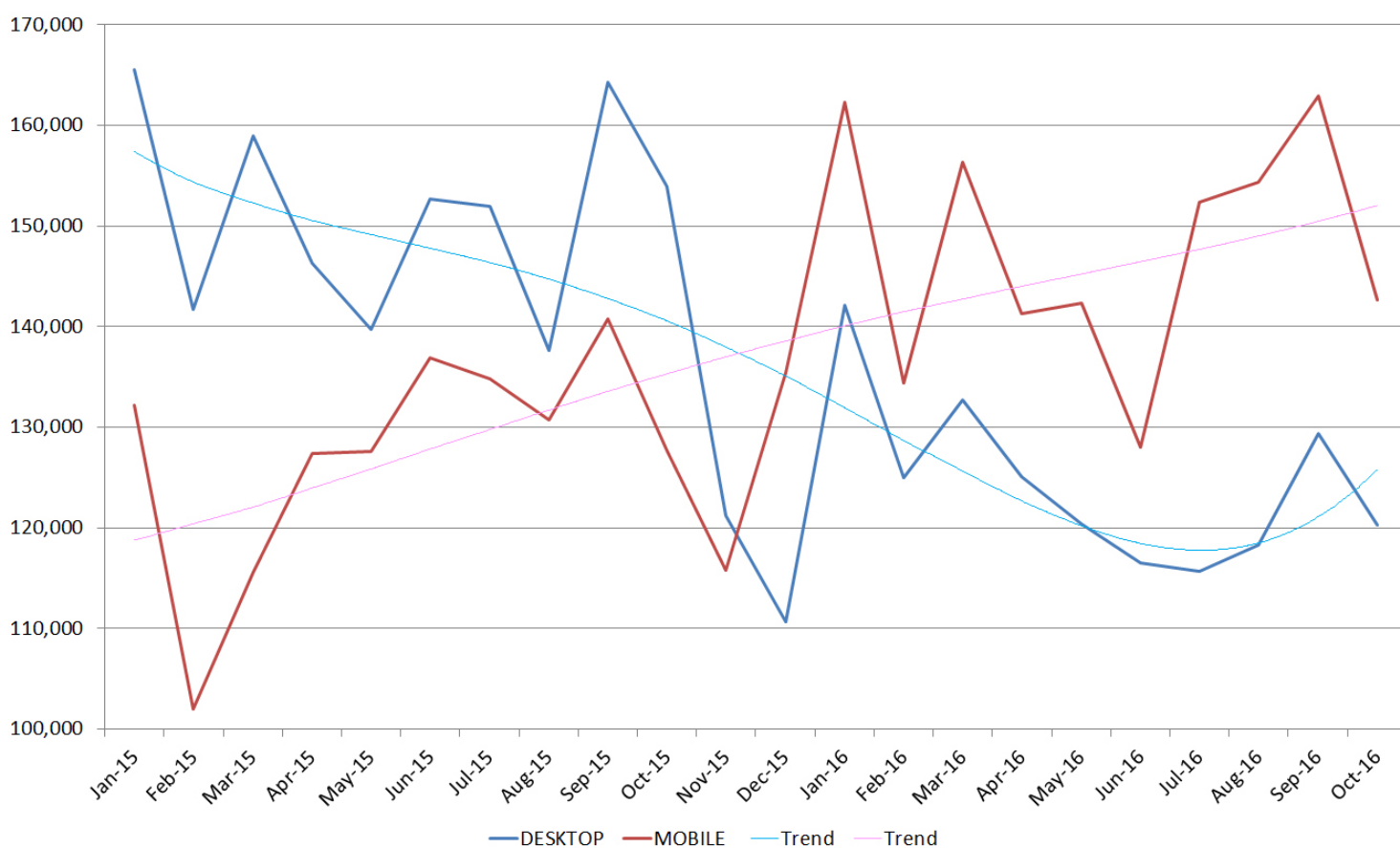
Desktop -9.14%  
Mobile +10.77%  
Tablet -1.63%

The *drop* in desktop usage equates to approximately **90.4k** sessions.

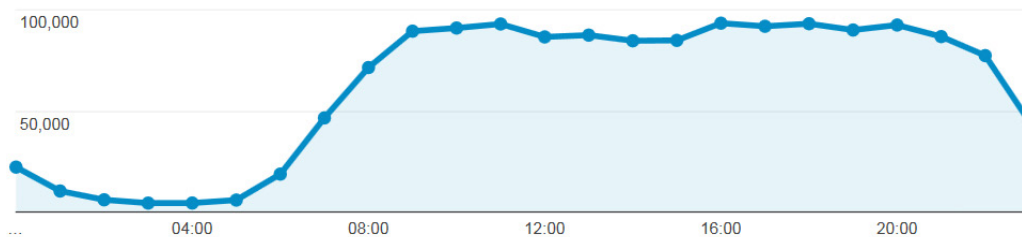
Mobile usage accounts for **54%** of visits so far this year to www.cardiff.gov.uk

Following a steady decline, desktop usage started to show an increase at the start of the summer holidays though this follows the trend during the same period in 2015 where desktop usage increased during August and September then decreased in October.

Trend in desktop vs mobile usage



So far this year, customers using their mobile device to access the website are most active between the hours of **4pm and 6pm**.



Top mobile device



The top device accounting for **41.98%** of all mobile visits to the website is an Apple iPhone followed by an Apple iPad with **19.26%** then a Samsung Galaxy S6 with **3.19%**.

**12,841**  
Payments made  
online

**£1,306,478**  
Total Value of  
payments

Income **decreased** over the previous month by **-£13,141**. The main decrease came from Accounts Receivable Invoice following some high value payments made by other local authorities during September.



**Comparing Q2 2016 (Jul-Sep) against Q2 2015**

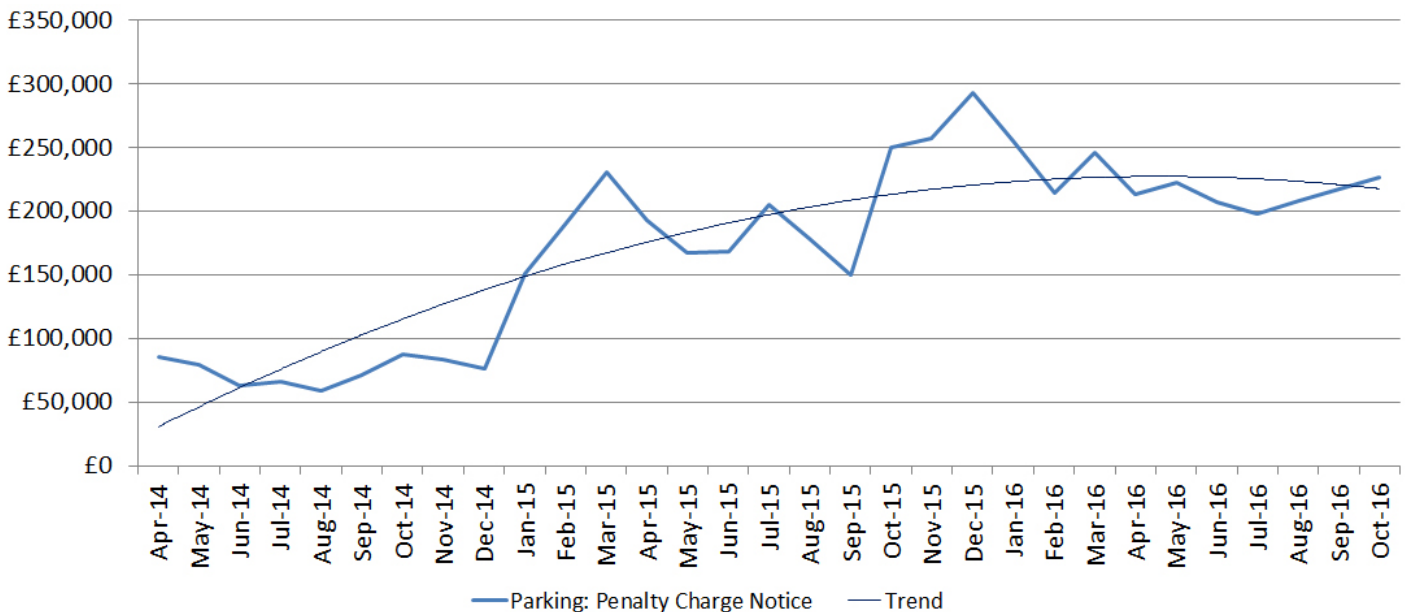
Payments up by **+18.4%** from £3,172,451 to £3,756,210.

The main increase over the quarter came from the following:

- Council Tax (+187k)
- Accounts Receivable Invoice (+157k)
- Penalty Charge Notices (+89k)

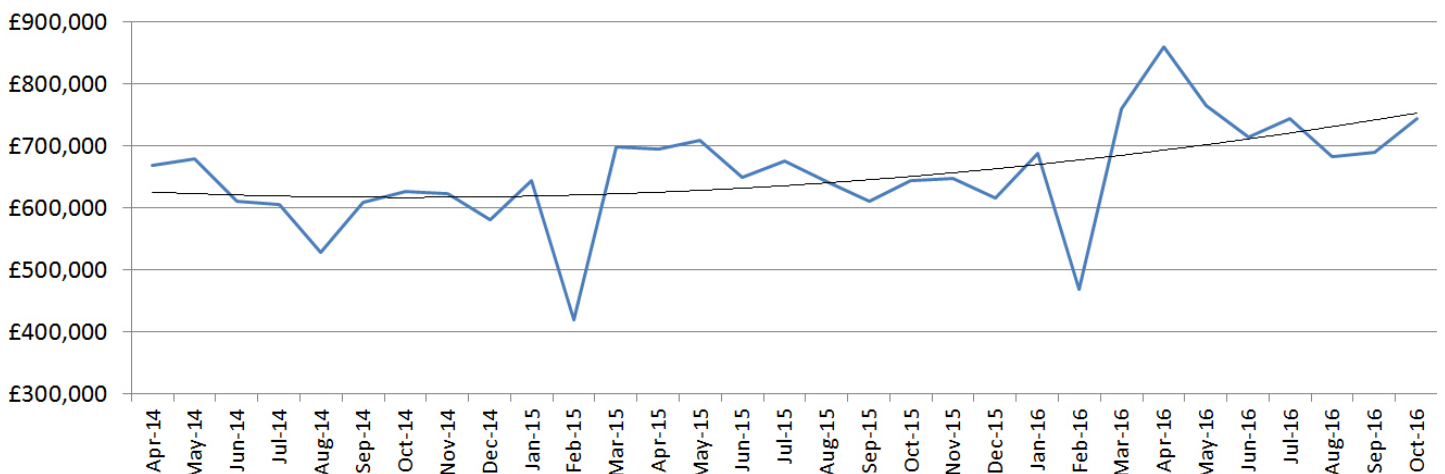
Income from Penalty Charge Notices has increased 159% comparing October 2014 to October 2016. The increase is likely to be due to additional enforcement and the implementation of enforcing bus lanes and yellow box contraventions.

**Income from Penalty Charge Notices**



**Income from Council Tax over time**

Since April 2014, a total of **£20,290,356** has been received via online payments.



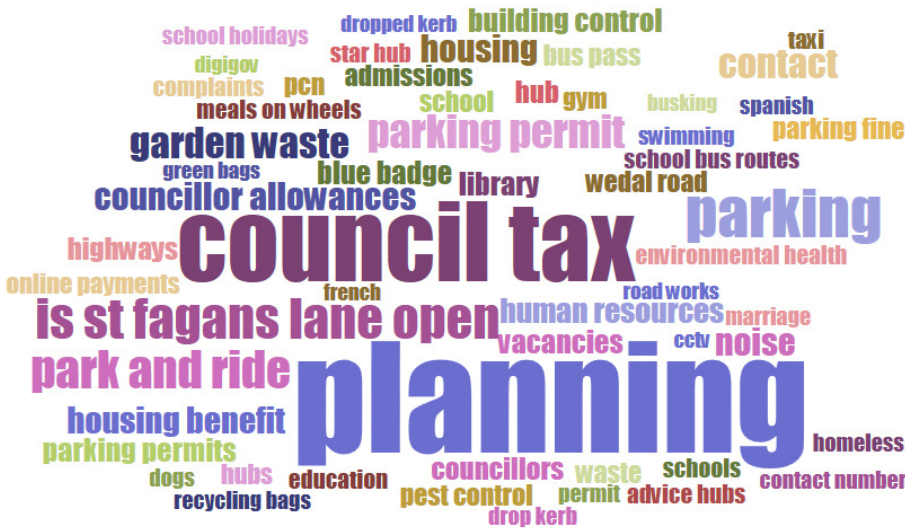
Customer searches on www.cardiff.gov.uk



During the month, customers searched the website with approximately **9,274** phrases.

Planning, Jobs, Challenge and Council Tax remain top in the keyword searches.

Popular searches during the month also included: Housing, Park and Ride, Electoral services and Parking.



Electoral

|                    |    |
|--------------------|----|
| elections          | 11 |
| electoral register | 8  |
| electoral roll     | 5  |
| electoral          | 3  |

Park and ride

|                                 |    |
|---------------------------------|----|
| park and ride                   | 57 |
| opening hours for park and ride | 7  |
| park and ride east              | 2  |
| east park ride                  | 1  |

Housing

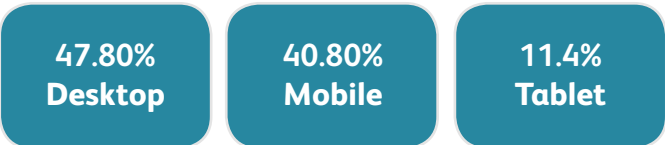
|                         |    |
|-------------------------|----|
| housing                 | 37 |
| housing benefit         | 33 |
| local housing allowance | 5  |
| housing benifit         | 4  |

Parking

|                 |    |
|-----------------|----|
| parking         | 80 |
| parking permit  | 47 |
| parking permits | 27 |
| parking fine    | 22 |

Google searches by device

**47,856** searches were performed via Google linking to content on www.cardiff.gov.uk



Here are the top 20 searches that were entered into google that resulted in a link to www.cardiff.gov.uk being returned in the search results.

The top page visitors arrived from Google was the **'Libraries and Archives'** page.

|                                  |    |                              |    |
|----------------------------------|----|------------------------------|----|
| cardiff registry office          | 90 | ely hub                      | 16 |
| cardiff park and ride            | 84 | on street parking cardiff    | 16 |
| star hub cardiff                 | 40 | noise pollution cardiff      | 15 |
| star centre cardiff              | 35 | park and ride cardiff        | 14 |
| western cemetery cardiff         | 32 | noise complaints cardiff     | 13 |
| sophia gardens parking           | 29 | sophia gardens car park      | 12 |
| rhydpennau library               | 26 | cardiff car parks            | 11 |
| registry office cardiff          | 23 | the hub splott               | 11 |
| st mellons library               | 20 | cardiff register office      | 10 |
| star centre splott               | 20 | castle mews car park cardiff | 10 |
| cardiff council                  | 16 | cardiff noise pollution      | 9  |
| cardiff council noise complaints | 16 | cardiff west park and ride   | 9  |

**3,884** online forms were submitted during the month, a drop of **-19.28 %** over September.



**Customer focus:** The web team will analyse a sample of the general contact form submissions sent to C2C in order to understand the nature of the enquiry and to see if we can make any changes to the website in order to signpost customers to use relevant directorate forms.



**Comparing Q2 2016 (Jul-Sep) against Q2 2015**

|            |          |
|------------|----------|
| Contact us | +8.14 %  |
| Report it  | -4.08 %  |
| Request it | -67.55 % |
| Complaint  | -32.38 % |

'Request it' forms have decreased following a high increase of Hygiene Service Applications after the bin exchange implementation in 2015.

Contact us  
**2,672**  
(-21.89 %)

Complaint  
**104**  
(+11.82 %)

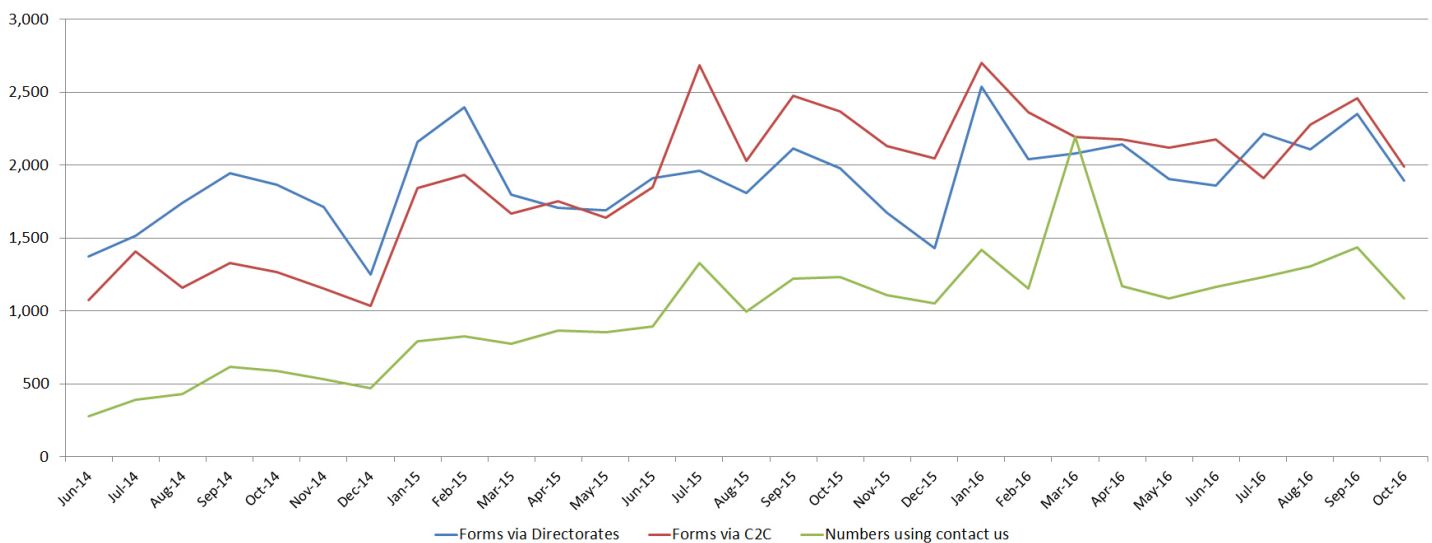
Report it  
**969**  
(-12.70 %)

Request it  
**37**  
(-44.77 %)

Council Tax  
**102**  
(-15.70 %)

**51.28%** (1,992) of form submissions went to C2C@cardiff.gov.uk. Of the forms that went to C2C **54.61%** (1,088) were submitted via the general 'Contact us' page.

Forms sent to C2C exceeded submissions to directorates in July 2015, this is likely to be a result of the bin exchange taking place. Apart from a small decrease in July 2016, forms to C2C have consistently remained higher than those sent to directorates.




**Top form submissions (English)**

|                                  |       |                                      |     |
|----------------------------------|-------|--------------------------------------|-----|
| General enquiry                  | 1,082 | Report a parking problem             | 129 |
| Report Fly-tipping               | 242   | Report a broken or missing bin/caddy | 107 |
| Report a highway issue           | 208   | Applying for a Primary School place  | 100 |
| Report a missed waste collection | 195   | Bulky item collections               | 50  |
| Council tax enquiries            | 184   | Jobs - Cardiff Works                 | 47  |
| Council Tax Reduction            | 156   | Cardiff Register Office              | 46  |
| Complaints and compliments       | 153   | Pests and infestation                | 42  |
| Applying for a Nursery place     | 132   | Maindy Centre                        | 31  |



Combined English and Welsh page views were down over the previous month by **-11.49%** from 759,993 to 672,633. This follows a trend for the previous two years, with page views dropping from September then increasing in November during the run up to Christmas and the New Year.

**Q2 2016 (Jul-Sep) against Q2 2015**



Users : -27k  
Sessions : -38.1k  
Page views : -148.8k

Visits to the **Information for Landlords** section increased by **68.1 %** with **74 %** of these visits to information on **Rent Smart Wales** content.

**Strategies, plans and policies** received a **26.9 %** increase in page views, in particular **18.4 %** to the **Bilingual Cardiff** page featuring a consultation.

Visits to content on **Business rates** increased by **39.5 %** with **17.64 %** looking for information on ways in which business rate bills can be reduced.


\*percentages are the difference against the figures for the previous month.

**↑ Popular sections visitors looked at**

|   |        |        |
|---|--------|--------|
| Information for Landlords               | 1,901  | 68.1 % |
| Business Rates                          | 1,514  | 39.5 % |
| Strategies, plans and policies          | 2,564  | 26.9 % |
| Council finances                        | 4,865  | 20.6 % |
| Data protection and FOI                 | 488    | 13.2 % |
| Planning                                | 27,905 | 10.0 % |
| The Lord Mayor                          | 777    | 5.1 %  |
| Council Management                      | 620    | 2.8 %  |
| Planning, Property and Building Control | 3,764  | 2.3 %  |
| Commercial Waste                        | 1,665  | 2.2 %  |
| Trading Standards                       | 643    | 1.6 %  |

**! Cardiff.gov.uk Maintenance**

Following the run up to work carried out by ICT that would impact the website, a site wide notice was added giving prior notice to our customers.



A system was also put in place to redirect customers to a maintenance page giving emergency contact information.

Cardiff.gov.uk will be back soon  
We apologise for the inconvenience and appreciate your patience while our website is offline.  
Follow us on Twitter or visit the Cardiff Newsroom for the latest updates.

Emergency contact numbers:

- Dangerously parked cars – 101
- Noise Pollution – 029 2087 1650
- Flaming cones that are a threat to

**↓ Sections with decrease in visitor numbers**

|  |        |          |
|--|--------|----------|
| Neighbourhood Regeneration             | 266    | -88.10 % |
| Voting and elections                   | 2,998  | -38.40 % |
| Tenders, Commissioning and Procurement | 608    | -34.50 % |
| Parking, Roads and Travel              | 80,341 | -25.20 % |
| Pests, Pollution and Food Hygiene      | 2,475  | -19.80 % |
| Schools                                | 55,032 | -19.70 % |
| Leisure, Parks and Culture             | 61,887 | -17.20 % |
| News                                   | 1,252  | -17.10 % |
| Community Safety                       | 1,236  | -12.70 % |
| Council Tax                            | 35,624 | -9.90 %  |
| Rubbish and Recycling                  | 80,201 | -8.90 %  |

**Homepage features**

- Highway drainage / fallen leaves
- Rent Smart Wales
- Love where you live
- Bilingual Cardiff
- Seasonal Garden Waste
- Secondary School Admissions
- Tall Buildings (SPG)
- Supported Lodgings
- 30 hours of free childcare survey
- Democracy week
- Corporate Plan

## SOCITM 2016/17



The Web Team have started the process of checking the website and making improvements in preparation for this year's SOCITM review.

## Christmas, New Year and Winter Weather



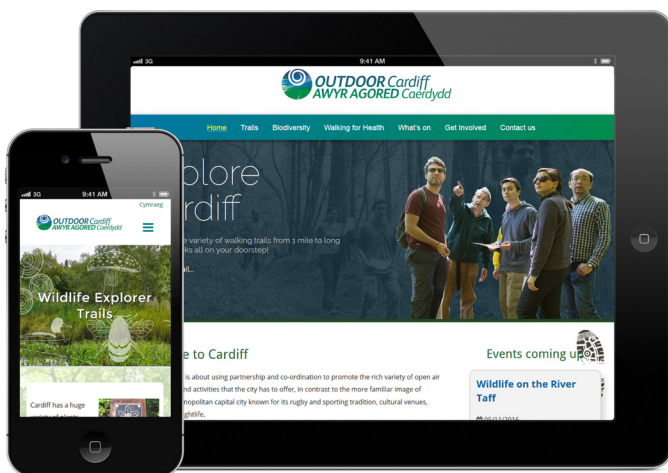
Plans are being put into place to make sure customers can quickly find key information during periods of severe winter weather by visiting [www.cardiff.gov.uk/winterweather](http://www.cardiff.gov.uk/winterweather). Content is being reviewed and updated such as salt bin locations and gritting routes. Homepage features are being prepared linking to service changes over the festive period and park and ride services.

## Travel advice



Travel advice for major events is being prepared along with homepage features scheduled to promote the information to residents and visitors to the City.

## New websites



[www.outdoorcardiff.com](http://www.outdoorcardiff.com)

## Budget 2017/18



Work is underway to promote the 2017/18 Budget strategy and key information. The Web Team will be coordinating efforts with other areas of the council to engage residents with the proposed 2017/18 Budget proposals and consultation.

## Parking Fines / Moving Traffic Contraventions



Reviewing customer feedback and working with the service area, new content is being prepared giving customers a better understanding on how avoid receiving a penalty charge notice, what to do if they receive one and the appeals process.

## Website audit



An audit of the website has been carried out which will help us to track changes in the website and look at ways of improving the content/structure for our customers.

## Outdoor Cardiff

- Launched 18th October
- Mobile friendly
- Showcases the wide range of outdoor amenities and facilities available in Cardiff
- Trail leaflet downloads
- Inclusion of Parks events
- Event submission forms
- Provided a platform for interactive maps
- Search Engine Optimised content.

## Twitter Followers

**City of Cardiff**  
@cardiffcouncil  
65,360 (+1,465)



**Dinas Caerdydd**  
@cyngorcaerdydd  
2,150 (+26)

2,216 contained  
@cardiffcouncil

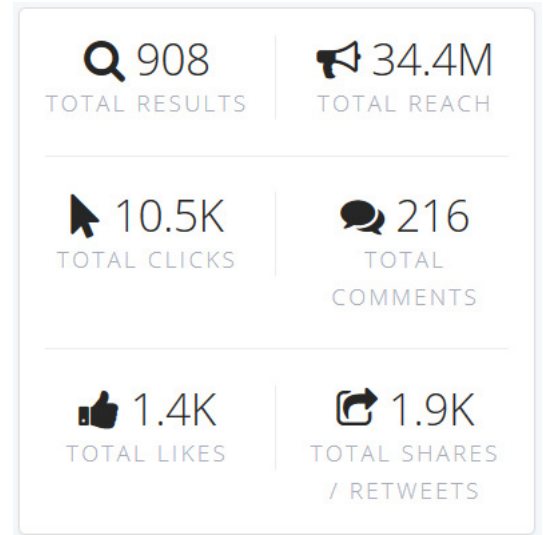
227 tweets were  
responded to by the  
Web Team

## Top 20 topics tweeted to @cardiffcouncil

|                            |    |                           |   |
|----------------------------|----|---------------------------|---|
| Waste cleansing            | 26 | Parking machines          | 6 |
| Compliment                 | 18 | Waste bag orders          | 5 |
| Cardiff Central Youth Club | 16 | Highways (traffic lights) | 5 |
| Licensing (taxis)          | 13 | Highways (maintenance)    | 5 |
| Highways                   | 11 | Waste general             | 4 |
| Waste flytipping           | 10 | Highways (streetlights)   | 4 |
| Parking fine               | 10 | C2C                       | 4 |
| Parking                    | 10 | Leisure centres           | 3 |
| Waste collections          | 9  | Highways (roadworks)      | 3 |
| Waste missed collection    | 7  | Bus shelters              | 2 |

## Outbound content

777 tweets were sent in total reaching a potential 25.2 million users (via replies/direct tweets/retweets/likes).



**37,561** Tweets sent from @CardiffCouncil since implementation in 2009.

Getting a special mention this month - **Highways, Parks, Leisure, Social Care and Waste**

Much improved bike access to #LlandaffFields. A big thank you to @cardiffcouncil  
Oct 4 2016, 5:05

Great diversity of trees newly planted on Caerphilly Road @cardiffcouncil. Not to mention the fabulous new bus lane. Diolch!  
Oct 18 2016, 08:02

Da gweld tim llnau strydoedd @cyngorcaerdydd @cardiffcouncil allan yn Grangetown bore ma! Job dda / good job!  
Oct 4 2016, 08:38

What a difference it makes when you have a supportive social worker Thanks Caroline @cardiffcouncil #dementiacare  
Oct 17 2016, 13:32

Just Visited the STAR Hwb for a swim @cardiffcouncil and @cardifflabour have done an amazing Job. State of the art.  
Oct 25 2016, 15:49

Well done to your fly-tipping clean up team, this mess at Hendre Lake has now gone, it looks immaculate.  
Oct 18 2016, 11:56



**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**AGENDA ITEM 5**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**6 December 2016**

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**Organisational Development Programme – Review of Scrutiny**

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**Reason for the Report**

1. To provide an opportunity for the Committee to offer its views on draft proposed models developing out of the Performance & Governance Review of Scrutiny, a project of the Organisational Development Programme.

**Background**

2. During 2016/17 Scrutiny work programming discussions the Chairs' Liaison Forum recommended that this Committee participate formally in the Review of Scrutiny project, by evaluating the pros and cons of different scrutiny models proposed as a result of evidence gathered, undertaking a short scrutiny to consider the best way forward. The Committee agreed to take this forward.
3. Attached at **Appendix A** is a summary of the Scrutiny Review to date reflecting consultation undertaken, evidence gathered and proposed models.

**Issues**

4. The Scrutiny Review Project aims to support good governance, good scrutiny, the future success of the Council and the City. It will deliver the best possible Scrutiny function for Cardiff, optimising the involvement and engagement of non-Executive Councillors that meets all existing and expected statutory requirements, the needs of the new Administration and Council after May 2017.

5. The drivers for change are as follows:

a. External (national)

- Statutory obligations to provide scrutiny under national legislation.
- National Scrutiny good practice guidance.
- Resource restraint.

b. Internal (local)

- delivery of the Wales Audit Office Statement of Action priorities.
- new Administration priorities.
- need to deliver effective governance.
- Member capacity.
- Member capability.
- service and cost pressures.
- transformation of Council services and organisational structures.
- new models of service delivery and governance.

6. The Strategic Issues that new arrangements will need to accommodate include:

- meeting the needs of the new Administration;
- securing buy in across Political Groups;
- supporting the requirements of the Well Being of Future Generations Act 2015, (eg: scrutiny of Cardiff's Public Services Board).;
- supporting issues stemming from the Wales Bill 2016, (eg: annual self-assessment, scrutiny of the Corporate Plan, Citizen centred scrutiny, co-option, joint scrutiny, Key Decisions, relationship between scrutiny and internal audit, and between scrutiny and external Auditors Inspectors and Regulators; Public Accounts Committee.);
- supporting issues stemming from the Police and Justice Act 2006, (eg: Crime and Disorder Scrutiny.);
- supporting issues stemming from the Local Government Measure (Wales) 2011, (eg: relations between scrutiny and the third sector, and taking into account the views of citizens); and

- consideration of how the Council's existing and emerging organisational structures, service developments and service delivery models should be governed and scrutinised.

7. The Operational Issues that new arrangements must address include:

- the appropriate number of Committees;
- terms of reference;
- structure of scrutiny;
- membership,
- frequency,
- the way Committees deliver their priorities;
- relationship with Cabinet and other Council Committees and democratic structures;
- the level of scrutiny officer / scrutiny research support required to best meet the above.
- the support and development needs of Scrutiny Committee Chairs, Members and scrutiny officers to meet the above.

### **Scope of the Scrutiny**

8. The report attached at **Appendix A** is a briefing for Members on Cardiff's current Scrutiny Model, compared with those of core cities and other Welsh Councils (*paragraphs 7-11*). It also explains why the Review is underway (*paragraphs 12-18*) and the process of the Review (*paragraphs 19-21*).
9. The Committee is invited to consider three early drafts of models prior to an optimal model for scrutiny to be considered by the Constitution Committee on 9 February 2017. The models are set out in **Appendix 1 of Appendix A**.

- **Model One (p11):** A “**Standard**” arrangement as currently in place;
- **Model Two (13):** A “**Thematic**” arrangement – where committees are arranged around the type of scrutiny they specialise in – such as Pre-Decision, Performance Monitoring, Policy Development, Partnership;
- **Model Three (p15):** A “**Single Committee**” arrangement – where there is just one formal Scrutiny committee, and a range of informal activities arranged below it.

10. Councillor Daniel De’Ath, Cabinet Member (Safety, Skills, Democracy and Engagement) will be in attendance. Davina Fiore (Director of Governance and Legal Services) and Paul Keeping (Operational Manager, Scrutiny & Equalities) will be available to answer any questions Members may have.

### **Legal Implications**

11. 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 the Cabinet/Council will set out any legal implications arising from those recommendations. All decision taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirements imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be taken having regard to the Council’s fiduciary duty to its taxpayers; and (he) be reasonable and proper in all the circumstances.

## **Financial Implications**

12. 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 offers its comments and observations for inclusion in the development of the optimal model for consideration by the Constitution Committee.

### **Davina Fiore**

Director of Governance & Legal Services

30 November 2016

Mae'r dudalen hon yn wag yn fwriadol

# REVIEW OF SCRUTINY – BRIEFING FOR POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE, 6 DECEMBER 2016

## Introduction

- 1 The Council is currently undertaking a Review of Scrutiny, to identify proposals for the scrutiny arrangements to be put in place following the May 2017 Council elections. The reasons for undertaking the Review are set out in paragraphs 12 - 18 below.
- 2 This report summarises the research for the Review that has recently been carried out by scrutiny officers, and the primary evidence gathered from different groups of stakeholders. The report is designed to inform Members of the Committee so that they can provide views on a number of key questions on issues such as: committee structure; balance in work programming; roles and responsibilities; reports and information; citizen focus; and other pertinent issues.
- 3 These views will be fed into a process of modelling of options during December, which will be consulted upon in January 2017 with political Groups, Council managers, and key external partners such as Health, Police and Cardiff Third Sector Council. This will in turn inform a report to Constitution Committee's 9 February meeting, which will offer recommendations for consideration by a future Full Council. The establishment of Scrutiny Committees is a standing item on the agenda of the Annual Council, which takes place in May 2017.
- 4 This report sets the background to the Review, the key evidence sets and issues, and suggests some areas that Members may wish to focus their scrutiny. There are hyperlinks to background evidence and research, should Members wish to undertake further reading before the meeting.
- 5 At the Committee meeting, Director of Governance and Legal Services Davina Fiore will present the report, supported by Operational Manager for Scrutiny and

Equalities Paul Keeping. Councillor Daniel De'Ath, Cabinet Member with Portfolio responsibility for Local Democracy will also be in attendance.

- 6 Members are recommended to provide their views on the issues contained in the report, and on issues arising at the meeting.

## Cardiff's Current Scrutiny Model

- 7 Cardiff's five Committee model is arranged as a hybrid of Directorate and Portfolio areas. Although it has steadily evolved during the past 16 years since it was first introduced, the structure has stood the test of time. As an overview, the model is:

- 5 Committees
- Each Committee has 11 formal meetings per year<sup>1</sup> plus additional meetings as required.
- Each Committee\* has 9 Members<sup>2\*\*</sup>
- Committees each develop task and finish Inquiries
- Some Committees have Budget / Performance Panels to consider key issues.

- 8 Scrutiny is supported by a team of scrutiny officers, and also makes use of the following resources:

- Elected Scrutiny Members and Cabinet Members
- Committee Services officers – clerking, webcasting
- Directors and senior officers
- External witnesses.

- 9 In 2015/16 there were:

- 66 Formal Committee meetings (122 agenda items)

<sup>1</sup> Plus some regular special meetings

<sup>2</sup> \* As a temporary measure, reduced for 2016 to 8 Members per committee. Children and Young People Scrutiny Committee also has 4 co-optees.



- 144 Chairs' letters to Cabinet Members
- 181 external witnesses
- 13 in depth Task and Finish inquiries (55 T&F meetings)
- 90 Task and Finish Inquiry Recommendations – 85% accepted
- 14 Budget & Performance Panel meetings
- 22 Scrutiny Research reports
- 4 Scrutiny surveys with 397 respondents
- 6 formal Public Questions
- 6 Scrutiny Chairs' Liaison Forum meetings.

10 Cardiff's scrutiny model is similar to that of many other Core Cities, who arrange their scrutiny as below. Most Core Cities also have a range of partnership scrutiny bodies, notably (as mandatory in England) a Health Partnership Committee:

- **Liverpool** - 7 Committees grouped as a hybrid of Directorate and Portfolio.
- **Bristol** - 1 Overview and Scrutiny Board, 4 Committees, grouped by Directorate, 1 Call in Committee.
- **Leeds** - 6 Committees, grouped by Directorate.
- **Manchester** - 6 Committees, grouped by areas of the Manchester Partnership).
- **Birmingham**- 5 Committees, grouped by Portfolio.
- **Cardiff** - 5 Committees, grouped as hybrid of Directorate and Portfolio.
- **Sheffield** - 5 Committees, grouped by Portfolio.
- **Glasgow** - 2 Committees.
- **Newcastle** - 1 Overview and Scrutiny Committee.
- **Nottingham**- 1 Overview and Scrutiny Board, 1 Call-in Panel.

11 Cardiff's model is similar to that of many other Welsh Councils. Several of these have five Committees, several have four Committees, and several have three. There is an even balance between arrangement by Directorate, by Portfolio and as a hybrid of the two. Two authorities (Pembrokeshire and Denbighshire) have

a thematic (Policy Development, Performance Monitoring, Partnership, Pre-Decision) arrangement, and two (Swansea and Anglesey) have a single Committee model.

## **Why is the Review being Undertaken?**

- 12 In their September 2015 “Improving Scrutiny” report, the Council’s five scrutiny chairs said that a number of issues relating to strategic national and local changes to governance that were then on scrutiny’s “horizon” would need closer examination during the 2016/17 municipal year.
- 13 In their February 2016 Corporate Assessment Follow On report, Wales Audit Office (WAO) recommended that Cardiff Council developed an approach to the scrutiny of cross cutting issues, relating to changes to service governance emanating from implementation of the Wellbeing of Future Generations Act 2015 and the draft Local Government Act (Wales). WAO also asked the Council to address scrutiny of the key strategic challenges facing the governance of local authorities at this point in time.
- 14 During the 2008/9 financial year Scrutiny Services had a revenue budget of £761,320. The revenue budget for 2016/17 is £451,110, a reduction of 41%. The budget has reduced by 24% since 2012.
- 15 In addition, the Council’s February 2016 Budget report identified a £50,000 cut to the Scrutiny Service. At the same time a one year balancing figure of £50,000 was provided for the 2016/17 financial year, awaiting a Review of Scrutiny. This money is unlikely to be available in the future.
- 16 At the same time, recent and planned changes to legislation (including the 2011 Local Government Measure (Wales), the 2015 Wellbeing of Future Generations Act and the proposed Local Government Act (Wales)) all have provisions relating to scrutiny. Emerging local government policy (notably the increase in collaborative local and regional service delivery) and Cardiff-specific service

development and governance changes are creating different expectations of scrutiny.

17 As a statutory minimum, Councils in Wales are required to provide:

- At least one Scrutiny Committee (Local Government Act 2000) to hold Executive to account;
- Scrutiny of performance as an integral part of Local Government Improvement (Local Government Act 2009)
- Scrutiny of Crime and Disorder services (Police and Justice Act 2006);
- Scrutiny of the area's Public Services Board (Wellbeing of Future Generations Act 2015).

18 There are, however, a number of local policy priorities and external expectations shaping and developing Scrutiny in Cardiff: Scrutiny research in October 2016 identified 17 existing bodies or new entities (of a significant scale) which currently or will (within the next five years) require scrutiny. 14 of these bodies have been set up (or are in the process of being created) since 2014 with only three being established prior to this date. Nine of the bodies / entities identified during this exercise (53%) have been established (or are in the process of being created) in 2016. They fall into the following categories:

- **Local Alternative Delivery Models:** eg Leisure partnership with Greenwich Leisure Limited, Arts Venue Operator, Flat Holm Island, Children's Play. **(Cardiff Council expectation).**
- **Regional Scrutiny of Service Delivery:** eg Shared Regulatory Service, Rent Smart Wales, Prosiect Gwyrdd phase 2, Education Consortium, National and Regional Adoption Service, Integrating Health & Social Care (Cardiff & Vale Regional Partnership Board). **(Welsh Government expectation).**
- **Partnership with External Auditors, Inspectors and Regulators:** Expectation of effective joint working with Wales Audit Office, CSSIW and Estyn. **(Welsh Government expectation).**

- **Collaborative Working:** eg Cardiff Public Services Board (**statutory requirement**), Community Safety Partnership, Safeguarding Boards for Adults and Children, Cardiff Capital Region City Deal (**Cardiff Council expectation**).
- **New Cross Cutting Service Delivery:** eg Community Hubs, Single View of the Citizen, Information Advice & Assistance, Commercial and Collaborative Service, recommissioning of Advice, Domiciliary Care, Supported Housing, Domestic Violence, Buildings Maintenance etc (**Cardiff Council expectation**).
- **Citizen Focus:** eg citizen questions to scrutiny, citizen work programming suggestions, webcasting, scrutiny meetings in community venues (**Welsh Government expectation**).

## The Process of the Review

19 Scrutiny Officers have carried out research which are available by clicking the hyperlinks below. The reports provide an overview of the context in which scrutiny is currently operating in Cardiff, and drivers influencing change:

- [An analysis of the statutory requirements and guidance on scrutiny;](#)
- [Scrutiny arrangements in Wales and core cities, with 6 case studies;](#)
- [Current Cardiff scrutiny arrangements & structure, 2015/16 activities and outputs;](#)
- [An assertion of perceived current outcomes of scrutiny in Cardiff;](#)
- [Scrutiny officers' views on the factors influencing the effectiveness of existing scrutiny arrangements in Cardiff;](#)
- [An analysis of Members' evaluation of scrutiny 2015/16;](#)

- [Analysis of lessons from past Scrutiny Reviews;](#)
- [The governance and scrutiny implications of recent and planned organisational changes within the Council.](#)

20 In November 2016 the Review arranged a series of evidence-gathering workshops with Scrutiny Committee Chairs, Senior Management Team, the Group Whips, and a Review workshop attended by scrutiny councillors, co-optees and Cabinet Members. The Review was also discussed at the bi-monthly Group Leaders Meeting. Policy Review and Performance Scrutiny Committee will consider the Review as the final piece of primary engagement at this stage.

21 From all the research and engagement feedback, officers will seek to draw key findings during December 2016 and model these into effective options for future scrutiny delivery. Political Groups, managers, scrutiny committee chairs, officers from the Council's strategic partners and third sector/citizen stakeholders will be consulted on these options in January 2017, to inform a report with draft proposals to be considered at Constitution Committee on 9 February 2017. The Committee's recommendations will be offered for consideration and agreement by a future Full Council meeting. The establishment of Scrutiny Committees is a standing item on the agenda of the Annual Council, which takes place in May 2017.

## **The Scope of Scrutiny by this Committee**

22 On 9 February 2017, the Constitution Committee will consider an optimal model for scrutiny that the new Administration could adopt. In advance of that meeting, and the consultation with stakeholders that will precede it in January 2017, it will be helpful if Members of Policy Review and Scrutiny Committee could consider some early drafts of optional models that are attached at **Appendix 1**. These illustrate:

- **Model One: A “Standard” arrangement** – such as the one currently in place in Cardiff, where Committees’ terms of reference are arranged as a hybrid of Political portfolio and organisational Directorate structure.
- **Model Two: A “Thematic” arrangement** – where committees are arranged around the type of scrutiny they specialise in – such as Pre-Decision, Performance Monitoring, Policy Development, Partnership etc.
- **Model Three: A “Single Committee” arrangement** – where there is just one formal Scrutiny committee, and a range of informal activities arranged below it.

23 Each model is accompanied by:

- An outline of the perceived key advantages and disadvantages of each model;
- A short list of issues and questions arising from each model; and
- Relevant Member and manager feedback received at the recent evidence gathering workshops.

24 The views provided at the recent engagement sessions by Members and managers on each of these models, and their perceptions of the current strengths and weaknesses in local scrutiny are currently being written up, and will be circulated to Members before the meeting.

25 In overview, in terms of views on committee structure, Scrutiny Chairs said that while they valued the holding to account and the accessibility to the citizen provided through public meetings, they recognised that for productive task and finish activity to be facilitated it might be necessary to limit the number of formal meetings held. They also noted that the “standard” model allowed Members to undertake work aligned with their particular interests. Senior Management Team expressed contentment with a hybrid “standard” four committee model with task and finish groups, but felt that in any case the number of formal meetings should not be increased. At the all Member workshop some Members reinforced this view, while one Member favoured a thematic model, and another

favoured a One Committee model. Members are asked for their views on the preferred model for the next Administration.

26 Within each model, there is also scope for variety in terms of the balance of work undertaken within scrutiny work programmes (ie the amount of time spent in policy development, performance monitoring and pre-decision scrutiny). In Cardiff during the 2015/16 Municipal Year there were 159 scrutiny items, broken down as follows:



27 It will therefore be appreciated if Members could indicate whether they feel that there should be changes to the current level of focus on each of the key types of scrutiny.

28 Most Members providing views have indicated that they would like to spend less time in formal committee meetings, and more in task and finish as they find these more helpful. During 2015/16, there were 13 in depth Task and Finish inquiries, with 55 T&F meetings. These produced 90 Inquiry Recommendations, 85% of which the Cabinet accepted.

29 It will be helpful if Committee can therefore provide views on whether the current balance in terms of time and resource invested in formal committee meetings and informal task and finish activity should be changed, and if so, which are the key strengths of public committee meetings that should be retained, and the risks to be managed.

30 To assist Members, the nationally agreed “Characteristics of Effective Scrutiny in Wales” are attached at **Appendix 2**. A set of prompt questions is listed at

**Appendix 3**, grouped under four key theme areas (the role of Scrutiny within the Council; the structure of Scrutiny; capacity and resourcing; and citizen focus).



# Appendix 1: ILLUSTRATION OF THREE DIFFERING SCRUTINY MODELS

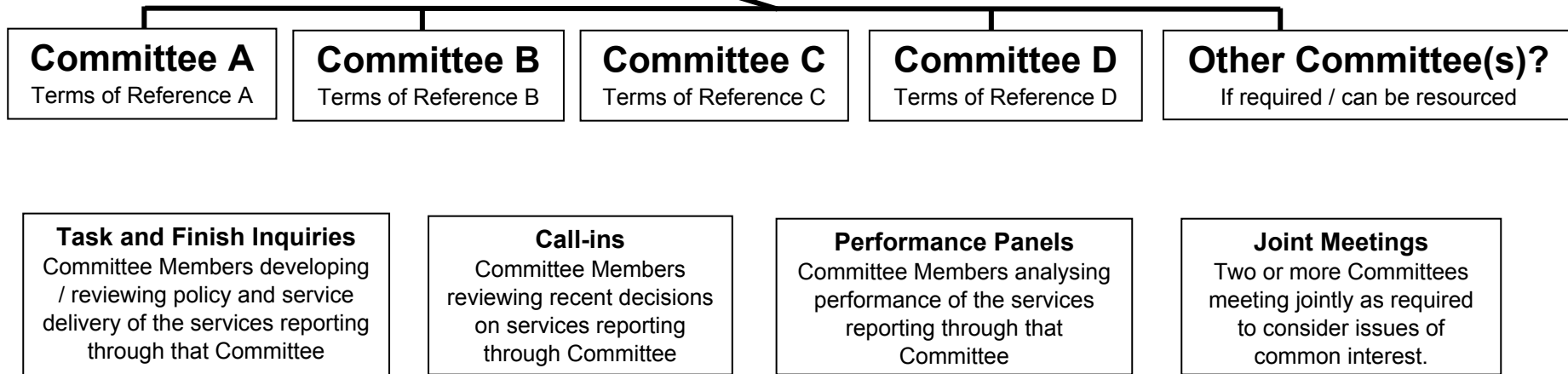
## MODEL 1 – “STANDARD” SCRUTINY MODEL

### Scrutiny Chairs’ Forum (optional)

- Bi-monthly informal meeting
- Co-ordinates issues across Committees
- Monitors overall outcomes & work programming
- Maintains dialogue with managers and Cabinet

Significantly the most popular arrangement of scrutiny across the UK, and Cardiff’s current model. In this model, a number of individual Committees (deemed appropriate for the authority) take responsibility for scrutiny of a particular range of Directorates or Political Portfolios (or a hybrid between the two).

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## Appendix 1: Issues to Consider with “Standard” Scrutiny Model

- Needs to cater for the increasingly cross-cutting nature of service delivery – suggested one Committee would have clear partnership remit, and to deal with key corporate issues.
- Clear alignment between scrutiny and Directorate service delivery optimises senior manager involvement in Scrutiny. Clear alignment between scrutiny and the Administration’s political priorities optimises Cabinet Member involvement in Scrutiny.
- How to facilitate involvement of non-executive Members who are not on Scrutiny Committees?
- If Portfolios or Directorate structures change significantly, can make scrutiny structure unbalanced.

Currently 7 Council Directorates – how best to arrange in Committee structure? Currently 9 Portfolio Areas – how best to arrange in Committee structure? Some Directorates / Portfolios might benefit more from scrutiny than others.

- Tight alignment by Directorate or Portfolio might promote silos and limit working with strategic partners.
- A smaller number of Committees might enable more T&F activity, and respond to concerns of Members who feel there are too many formal meetings. But would increase the workload of those committees, making them more generalist and less specialist.
- A larger number of committees might limit capacity for T&F, might lead to a larger number of formal meetings, and more frequent changes in Committee Membership. But it would allow Members to develop and explore special interest in a narrower topic, and deepen relationship with Cabinet Member and Directors / staff.
- A larger number of committees might be difficult to sustain financially.

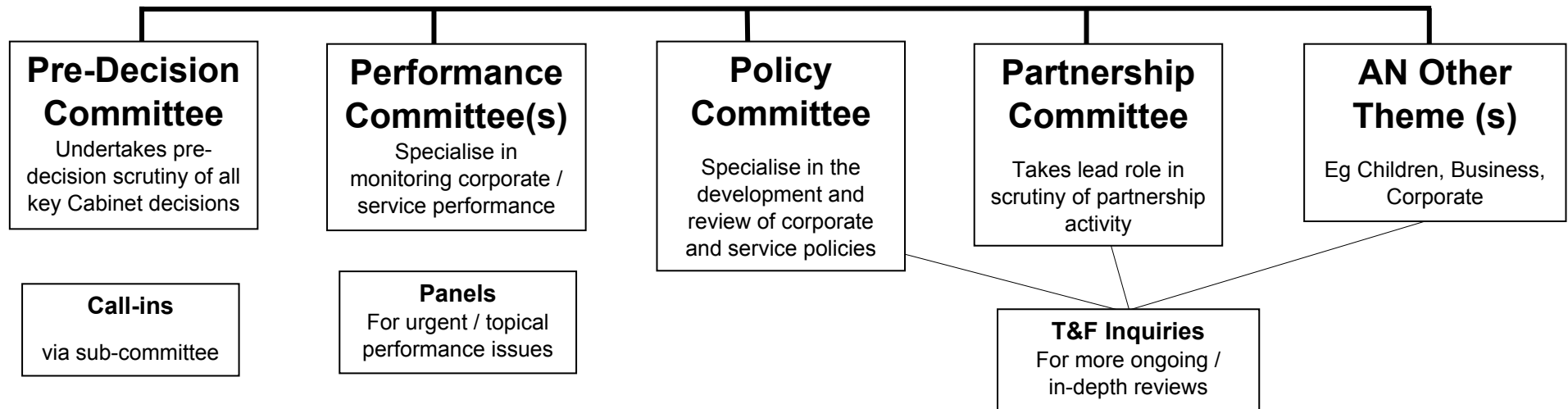
# Appendix 1: MODEL 2 – THEMATIC SCRUTINY MODEL

## Scrutiny Chairs' Forum (optional)

- Bi-monthly informal meeting
- Co-ordinates issues across Committees
- Monitors overall outcomes & work programming
- Maintains dialogue with managers and Cabinet

This model is relatively new, but versions have been introduced in both Denbighshire and Pembrokeshire within the past 18 months. In this model, A NUMBER of individual Committees take responsibility for scrutiny of a particular TYPE OF SCRUTINY

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## Appendix 1: **Issues to Consider with Thematic Scrutiny Model**

- Enables Members to build and enhance specific, cross cutting skills, eg excellence in performance monitoring, or generic policy development skills.
- Suited to Members differing skill sets eg “big thinker”, “completer finisher”, “good at figures”, “good at detail”.
- Clearly addresses cross cutting issues eg Partnership, Performance.
- Committees can meet at differing frequencies, as required – eg Pre-Decision more frequently, policy development less frequently.
- Flexibility in work allocation – one committee agrees to consider a report to alleviate agenda pressure if another is overloaded.
- Promotes holistic understanding of joined up service delivery.
- Members have to develop broad knowledge of all services – capacity challenge?
- Might prevent Members developing and applying in depth topic knowledge
- Might limit Members wishing to specialise in topics in which they have most appetite eg housing, social care, education.
- Might limit scope for providing mutli-faceted overview of a particular service.

# Appendix 1: MODEL 3 – SINGLE SCRUTINY PROGRAMME BOARD MODEL

**Overview and Scrutiny Board**

- Monthly public meeting
- Conducts Pre-Decision Scrutiny
- Commissions individual Scrutiny Panels
- Receives and approves Scrutiny Panel reports

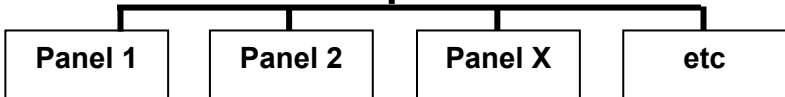
This model is uncommon, but has operated in Swansea since 2012. In this model, a single Programme Board meets in public, with any number (in the case of Swansea, up to a dozen) informal panels taking responsibility for specific policy and performance scrutiny tasks.

**Performance Panels**

- Standing periodic Panels
- Consider Performance of one or more services
- Report findings to Board
- Informal meetings

**Policy and Review Panels**

- Ad hoc periodic Panels
- Commissioned to develop or review specific Policy
- Report findings to Board
- Informal meetings



## Appendix 1: **Issues to Consider with Single Committee Model**

- Simple structure, easy to understand and co-ordinate. Reduces bureaucracy and Council formality – likely to make it easier for external witnesses to give evidence with confidence.
- Committee clerk only required to attend the few formal Committee meetings held in public during the year.
- Flexible arrangement responsive to work demands and current priorities.
- Members need only get involved in topic areas or inquiries that are of interest to them.
- Reduced duplication of presenting similar reports to different committees.
- While informal meetings are held in public, they aren't considered to have similar status to Committee meetings.
- How often should Cabinet Members give account of their work in public?
- Limited opportunity for public pre-decision scrutiny.
- Only one Special Responsibility Allowance – Cardiff currently has five, which spreads Scrutiny capacity.
- Significant responsibility invested in the sole Scrutiny Chair the Programme Board. Required by statute to be from the largest political opposition Group.
- No current formal attendance monitoring on Member involvement in informal Panel / working group meetings.
- Limited opportunities for Members wishing to sit on a formal scrutiny committee - concern that their work and contribution to informal working groups may not be formally recognised or acknowledged.

## **Appendix 2:**

# **The Characteristics Of Effective Scrutiny In Wales**

Local authorities are encouraged to ensure that their scrutiny activities deliver three positive outcomes (Better Outcomes, Better Decisions and Better Engagement), and meet 15 “Characteristics of Effective Scrutiny”, which are.

### **Outcome One: Democratic accountability drives improvement in public services (*“Better Outcomes for Citizens”*)**

- A clearly defined and valued role in the council's improvement and governance arrangements.
- Has the dedicated support it needs from officers who are able to undertake independent research effectively, and provides councillors with high-quality analysis, advice and training.
- Inquiries non-political, sound, incorporate wide range of evidence & views.
- Regularly engages in evidence based challenge of decision makers and service providers.
- Provides viable and well evidenced solutions to recognised problems.

### **Outcome Two: Democratic decision making is accountable, inclusive and robust (*“Better Decisions for the Council”*)**

- Councillors have the training & devt opportunities needed to undertake their role effectively.
- Receives effective support from the corporate management team who ensure that scrutiny receives high quality, clear and accessible information in a timely and consistent manner.
- Councillor-led, takes into account the views of the public, partners & regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance.
- Meetings & activities well-planned, chaired effectively and make best use of resources.
- Decision makers give public account for themselves at committees for their portfolio.

### **Outcome Three: The public is engaged in debate about current & future delivery of public services (*“Better Engagement with the Public”*)**

- Recognised by Cabinet and corporate management team as an important Council mechanism for community engagement, and facilitates greater citizen involvement in governance.
- Characterised by effective communication to encourage participation in democracy.

- Operates non-politically & deals effectively with sensitive political issues, tension & conflict.
- Builds trust and good relationships with a wide variety of internal and external stakeholders.
- Enables the 'voice' of local communities to be heard as part of policy-making and decisions.



## **Appendix 3: Some General Questions for Consideration about Future Scrutiny Arrangements**

### **The Role of Scrutiny within the Council**

- a. What overall outcomes should Scrutiny deliver?
- b. What are the things that Scrutiny does best, and what could be improved?
- c. What strengths should be retained into any new arrangements?
- d. How can scrutiny's relationship with the Executive be optimised?

### **The Structure of Scrutiny**

Above and beyond the questions listed in paragraph 11 above:

- e. The number of Members sitting on each committee, and the length and frequency of their meetings.
- f. Co-option of more non-elected members onto committees task & finish activities.
- g. The relationships and co-ordination between the scrutiny committees.
- h. How to optimise and eliminate duplication between and other key Committees, such as Democratic Services Committee and Audit Committee.

### **Capacity and Resourcing**

- i. How Members' capacity can best be supported in terms of the information presented to them at scrutiny, and in scrutiny protocols.
- j. The role of senior managers in supporting and advising scrutiny committees.
- k. The role of the professional scrutiny officer.

### **Citizen Focus**

- l. How can the citizen's voice in Scrutiny be optimised through Work Programming, working with third sector bodies, co-option, webcasting, receiving petitions, public questions, holding meetings in community venues etc?

Mae'r dudalen hon yn wag yn fwriadol